



香港青年協會
the hongkong federation of youth groups

Mr. Lester G Huang, SBS, JP
Ex-officio Council Member,
The Hong Kong Federation of Youth Groups

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Using Dashboards To Oversee the Actualization of Corporate Plans



Content Overview



1. The Hong Kong Federation of Youth Groups in Brief
2. Corporate Planning Mechanism
3. Formulation of KPIs & Financial Dashboards
4. Monitoring Mechanism
5. Key Drivers of Success



1. The Hong Kong Federation of Youth Groups in Brief

- Founded in 1960
- 1,200+ staff members
- 70+ frontline service units

“Provides opportunities and facilities for the **social, educational, cultural, emotional and physical development** of young people”

1. The Hong Kong Federation of Youth Groups in Brief

12 Core Services



▼ Youth S.P.O.Ts



▼ Employment Services



▼ Counselling Services



▼ Creative Education and Youth Exchange



▼ Volunteer Services



▼ Education Services



▼ Youth at Risk Services



▼ Research & Publications



▼ M21 Multimedia Services



▼ Leadership Training



▼ Parenting Services



▼ Leisure, Cultural & Sports Services

1. The Hong Kong Federation of Youth Groups in Brief

Key Performance (17/18)



27,000

Activities

6,085,000

Attendance



66,000

**Counselling
Cases**



17,399,000

**Online
Engagement**



448,000

**Youth
Members**



216,000

**Youth
Volunteers**



962,000

**Volunteering
Hours**

2. Corporate Planning Mechanism



Rationale

- ✓ To meet the needs and societal expectations of youth
- ✓ To induce a culture of accountability
- ✓ To engage staff and stakeholders in decision making

2. Corporate Planning Mechanism



Corporate Plan

- Sets out long term goals for organizational development

Five-year Development Plan

- Sets out mid term objectives, goals, strategies and benchmarks for organizational development

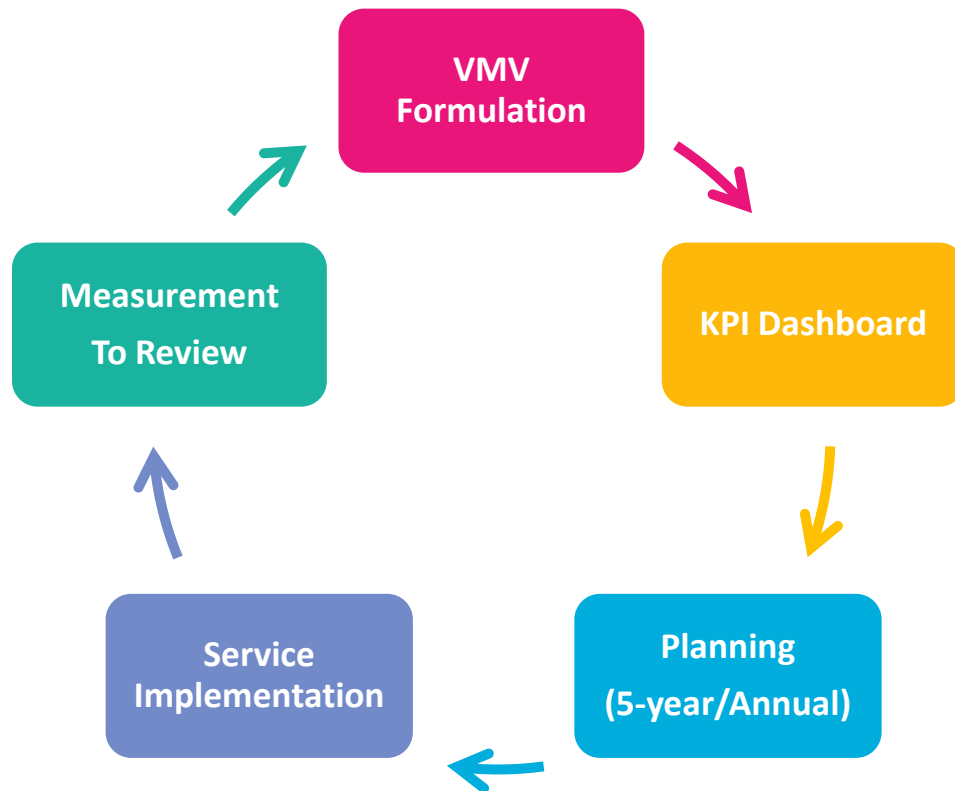
Annual Plan

- Sets out short term goals and immediate action plans / operational services

2. Corporate Planning Mechanism

Corporate Plan

- Since 2000



2. Corporate Planning Mechanism

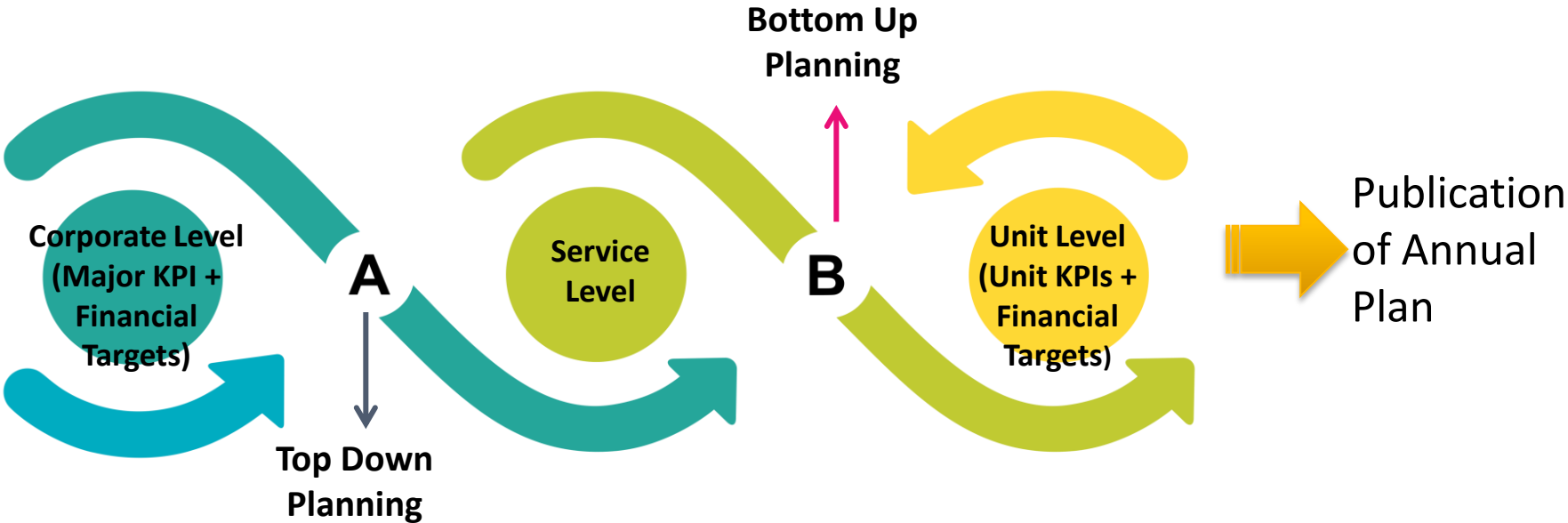
Five-year Development Plan

- an engagement and decision making process
- involves managerial staff retreats, focus group discussions, staff engagement meetings, online surveys, staff conferences and stakeholders meetings.



2. Corporate Planning Mechanism

Annual Plan



3. Formulation of KPI & Financial Dashboards



4 categories of 79 performance indicators
formulated according to our Vision, Mission & Values

01

青年為本、開創空間

02

關懷為本、全面支援

03

全人為本、多元培育

04

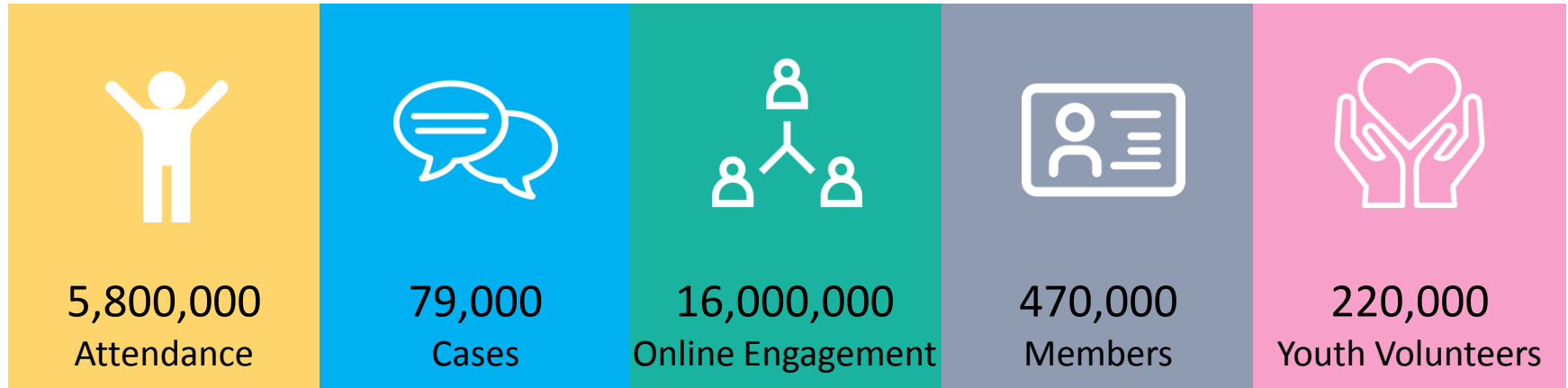
優質為本、追求卓越

3. Formulation of KPI & Financial Dashboards



- KPI benchmarks formulated to measure strategic goals
- 5 major Key Performance Indicators (KPI)

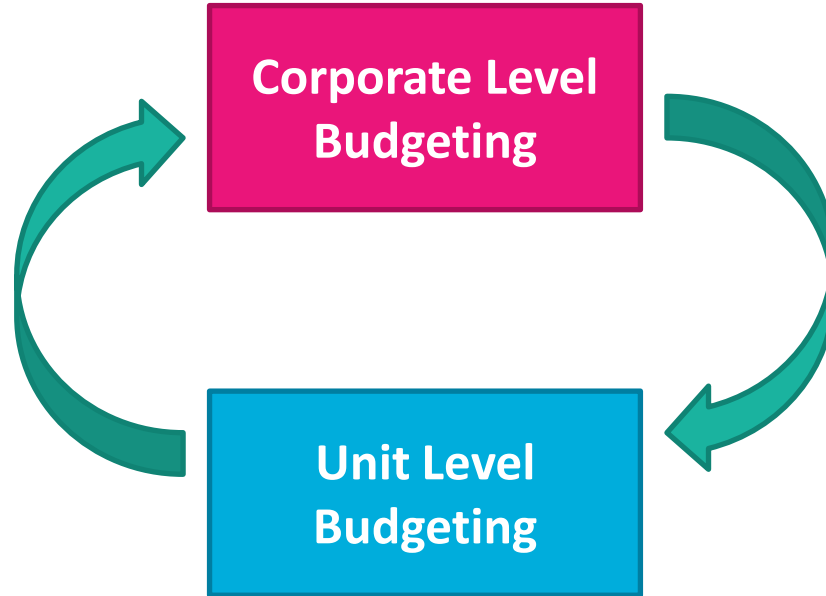
18/19 Benchmarks



3. Formulation of KPI & Financial Dashboards



Budgeting



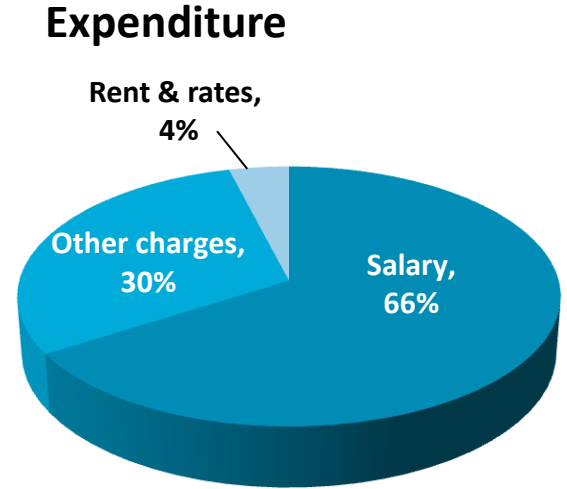
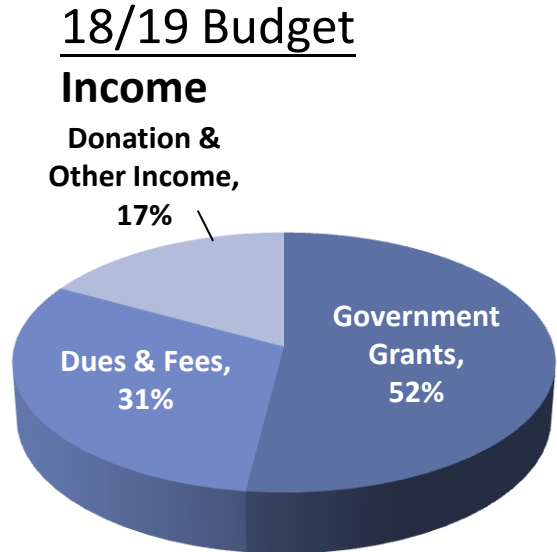
3. Formulation of KPI & Financial Dashboards



Financial Indicators:

(to sustain organizational development)

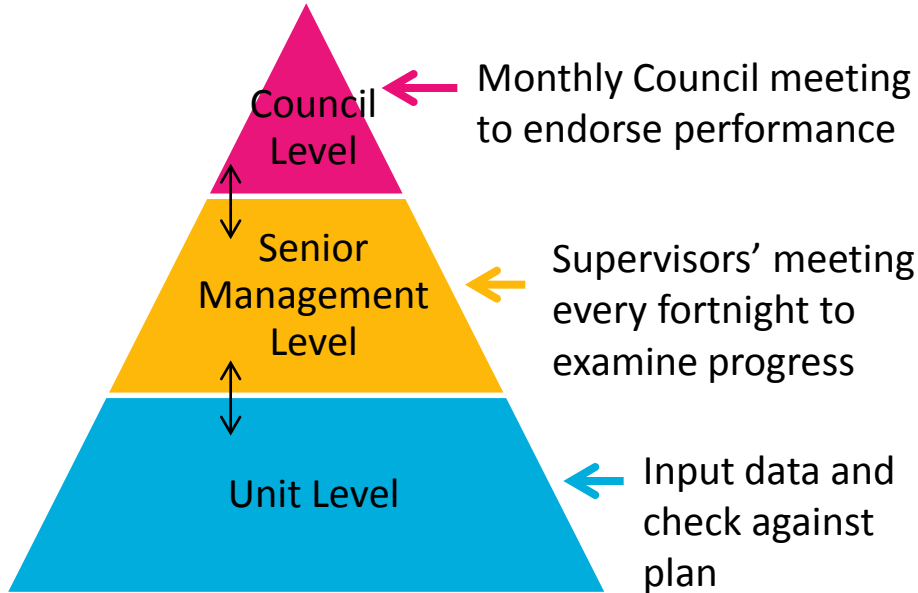
- Income
 - dues & fees
 - project sponsorship
 - donation
- Expenditure



4. Monitoring Mechanism



Governance

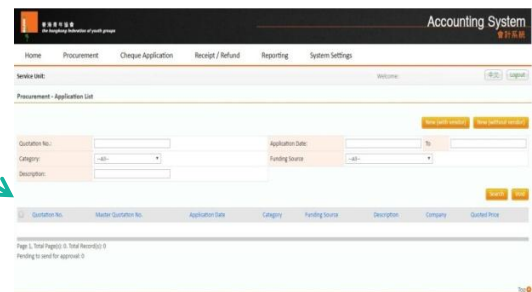
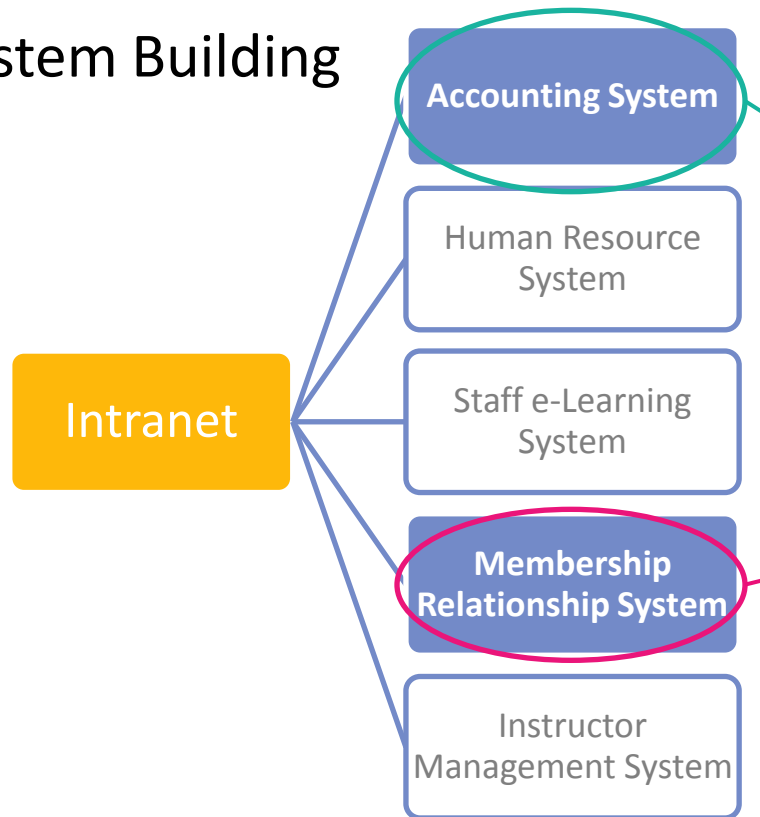


Half Year Review

- Units submit half year progress report (how far the goals and how many projects/activities were completed)
- Half Year Review report on KPIs
- Financial Report

4. Monitoring Mechanism

System Building





4. Monitoring Mechanism



Benefits

- Data and facts are real
- Cost efficiency
- Identify room for improvement and innovation



5. Key Drivers of Success



Successful Corporate Planning depends on:

1. **A Shared Vision:** Together we achieve the targets
2. **Culture of Accountability** being developed
3. **System Building:** a good IT infrastructure
4. **Stakeholders Engagement:** Effective Communication with internal and external partners

Thank You

