

**Submission from the Hong Kong Sports Development Board**  
**to the Home Affairs Panel of the Legislative Council**  
**on the Sports Policy Review**

**Introduction**

The Secretary for Home Affairs introduced the Sports Policy Review by noting that sport is both good and easy. We, the Hong Kong Sports Development Board (HKSDB), agree that sport is good. We also know that high performance sport is never easy. It requires enormous focus, funding, and coordinated support. For twelve years, HKSDB has provided such support for our high performance athletes. Not surprisingly, during these twelve years, Hong Kong has been transformed from a minor contender in the regional sports arena to a major contender in the international arena. HKSDB has played a key role in this transformation.

**Achievements**

2. HKSDB began its life as a Provisional Board in October 1989 and became a statutory body in April 1990. The Hong Kong Sports Institute merged with HKSDB in April 1994 to create a single statutory body with overall responsibility for the promotion and development of sports in Hong Kong, streamlining the two organizations and integrating their management structure. Over the years, senior government and sports community officials have praised the work of HKSDB.
  - The Chief Executive of the HKSAR spoke of the “key contribution” we have made to sports promotion. He spoke of “the many programmes and joint initiatives” that HKSDB has undertaken and the “synergy between it and other sports organizations that have raised Hong Kong’s standing in the international sports arena.”

- The former Secretary for Home Affairs spoke of HKSDB's "innovative promotion schemes and initiatives" and its success in "fostering wider participation in and awareness of sport among the people of Hong Kong."
- The President of the Sports Federation & Olympic Committee of Hong Kong, China (SF&OC) said that HKSDB "has been an important part of this change in the stature and perception of sports."
- The current Secretary for Home Affairs pointed out that "HKSDB has performed well up to expectations when we judge it from the results. Over the past ten years, our athletes have been getting better and better results in the international sporting arena.... this progress could not have happened without the hard work of the HKSDB from behind."

3. What HKSDB achieved in its twelve years was substantial. It initiated two Five-Year Strategic Plans (1991-1995 and 1996-2000) for Hong Kong sport, and through these strategies, achieved the following results:

- Focused resources on sports to achieve international success
  - Asian Games medals increased from 5 in 1986 to 17 in 1998; All China National Games medals increased from 1 in 1997 to 5 in 2001; Olympic Games' first ever gold medal in 1996.
  - 13 elite sports are supported in the Hong Kong Sports Institute, compared to 4 in 1991.
- Increased support to NSAs under structured funding criteria
  - Direct subvention to NSAs increased from \$60 million in 1997/98 to \$75 million in 2001/02, showing an increase of 25%.
  - A fair and transparent funding system has been established after consultation with NSAs, with input from monitoring bodies such as ICAC, Audit Commission, Ombudsman.
  - No NSA appealed against the 2002/03 annual funding allocation.

- Established a comprehensive athletes support system to help athletes succeed
  - Athletes received support in areas of sports science, sports medicine, strength & conditioning, career and education.
  - Only 2 elite athletes were admitted into the Hong Kong University in 1995 but the number increased to 110 in 2001 with an intake spreading over all tertiary institutions in Hong Kong.
  - The number of elite athletes has grown from less than 200 in 1991 to more than 300 in 2001.
  - Financial assistance to athletes increased from \$2.32 million in 1992/93 to \$7.51 million in 2001/02.
  - Over \$10 million were awarded to medal winning athletes at Major Games.
  
- Built a structured coach education programme to raise sports development competence
  - The Hong Kong Coaching Committee is a joint committee of SF&OC and HKSDDB, and works harmoniously on coach education developments.
  - More than 9000 coaches from 44 NSAs have been accredited through the system since 1991.
  
- Initiated the GO! SPORT (Schools Sports) Programme and Community Sports Clubs (CSC)
  - Participating schools numbered more than 1000, covering 72% of primary and secondary schools in Hong Kong.
  - 83 CSC in 15 sports were established.
  - Both programmes had been transferred to LCSD since April 2001 for clearer demarcation of responsibilities between the two organisations
  
- Raised the profile of sports via Dress Sporty Day and Excellence in Sports Marketing Awards
  - \$4 million raised through the Dress Sporty Day in 3 years.

- Over 45 NSA sponsorship programmes recognized in the Excellence Awards.
- Launched the Searching for New Sport Stars Programme (Talent Identification Programme) to identify potential athletes
  - Launched in year 2000 with an enrollment of 760 youngsters and doubled to 1570 in year 2002.
  - Potential athletes selected for further development increased from 160 in 2000 to over 200 in 2002.
- Increased support to disabled sports
  - Number of disabled elite athletes grew from 5 in 1992/93 to 47 in 2001/02.
  - Additional funding of \$500,000 per year granted to disabled NSAs to support elite training.
  - Financial assistance to disabled elite athletes amounted to \$1.6 million in 2001/02.
- Established the Sports Sponsorship Advisory Service to solicit sponsorships from private sectors for the NSAs.
  - Secured over HK\$145 million (cash/in-kind sponsorship, donation and advertising) for the sport industry.
- Provided information and research services of sports community
  - Established Sports Library and Sports Information Centre
  - Established a research strategy and conducted 84 research projects (the results of 12 of these were cited in the Sports Policy Review Report).

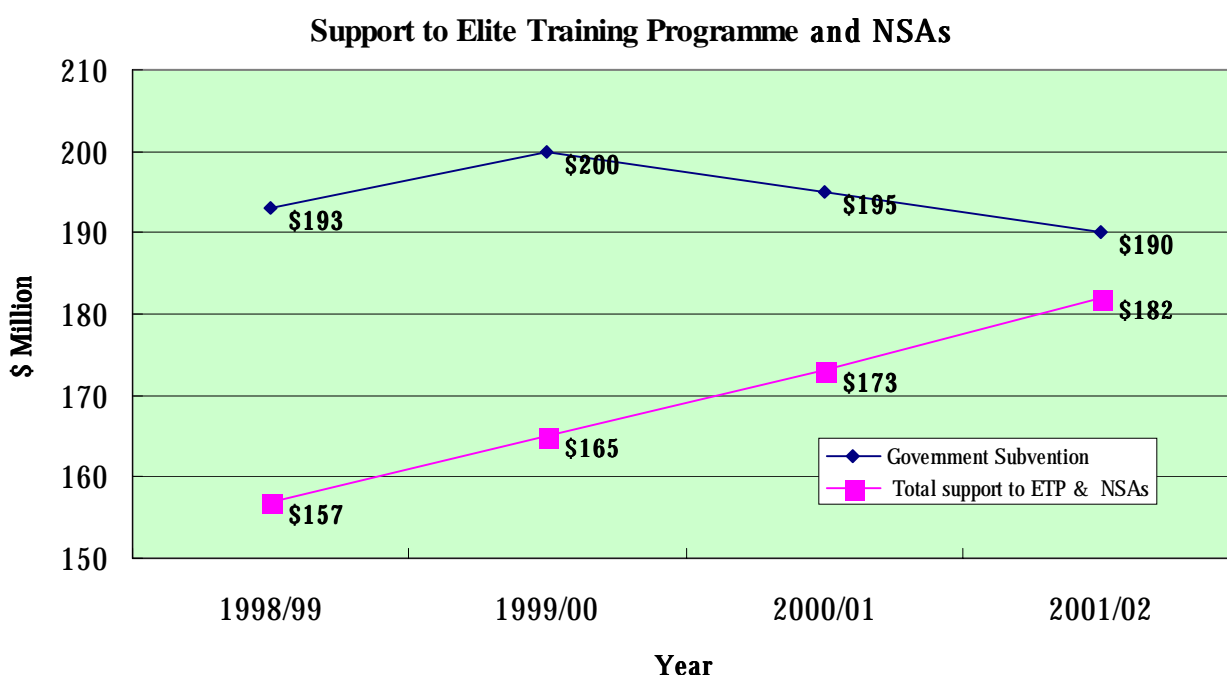
### **Focus on Sports**

4. Focus is critical to success in sports. HKSDb has been successful because it has been focused. It was keenly focused on Hong Kong sports development in its first ten years. It became even more focused in year 2000 when LCSD took over the responsibility for promoting sport in the wider community after the dissolution of the two Provisional Municipal Councils and the clear demarcation of responsibilities between LCSD and

HKSDDB. HKSDDB’s current focus is mainly on elite training and sports development and the necessary ancillary services. If high performance sport is to remain successful, it must have an entity like HKSDDB to keep that focus.

**Cost Effectiveness**

5. Financial and operational support is also key to any athlete’s success in sports. HKSDDB has provided an enormous amount of support to elite training and NSAs, despite severe financial and manpower constraints. Contrary to recent publicity, HKSDDB has provided this support cost-effectively. Its administrative costs represent no more than 6-8% of its total expenditure. Although the staff costs are about 40% of its expenditure, these staff include personnel involved in elite training and support services such as coaches, sports science and sports medicine professionals, facility management, hostel and catering service, athlete support service etc. According to the Sports Policy Review, LCSD has spent the same percentage of expenditure on “staff costs” as HKSDDB.
  
6. Although Government has not increased subvention to HKSDDB during the past few years, HKSDDB has continued to increase its support to the elite training programme (“ETP”) and direct funding to the NSAs to sustain the performance of Elite and Development Sports. The following chart illustrates the position.



7. HKSDB has been able to sustain this support to sport only through:
- Streamlining the administrative structure in the past few years and directing the cost savings to the support of ETP and the NSAs.
    - During the period from 1996 to 2002, there were 2 directorate posts and at least 35 non-directorate administrative posts deleted with a view to saving costs and resulted in a recurrent saving of approximately \$10 million per annum since 2001.
    - The salary of HKSDB staff has been frozen for the past 4 years (1999/00 – 2002/03)
  - Using the spare capacity of the sports facilities to generate as much commercial income as possible. Commercial income generated in the past few years stood at about \$27 million per year.
  - Increasing contribution from the HKSDB trust funds. The contribution from the trust funds has been increased from \$16 million in 1998/99 to \$26 million in 2001/02.
8. Sport is a labour-intensive industry. The sports community needs people for programme management and operation, coaching, and facilities management, as well as technical services and athletes support. These staff costs are not merely administrative in nature, and the staff members themselves should not be viewed as superfluous or easily replaceable. Rather they are a cost-efficient investment in sports, because they get the job done by delivering direct services to our athletes.
9. It is not clear from the consultation report how the proposed new structure can be more cost-effective than the current one.

## **Confronting Problems**

10. HKSDB and its partners in sport have been getting the job done. However, they could be doing much better. The Sports Policy Review Paper listed two problems standing in the way of improvement. They are:
- (i) The absence of a single organization responsible for overall policy, planning, co-ordination and monitoring of sports.
  - (ii) A perceived overlap and lack of clarity in the delineation of responsibilities between LCSD and HKSDB
11. We agree that Hong Kong sport does need a single organization responsible for overall policy and planning. The HKSDB was meant to fulfill this role, as provided for in Section 4 & 5 of the HKSDB Ordinance 1149 which state the purposes and powers of HKSDB (a copy is attached at Annex I). However, we believe that the primary problem is not one of planning but rather empowerment. Consequently, we have the following concerns about the proposed new structure in the Sports Policy Review paper:
- Where HKSDB succeeded, it succeeded because of its power to implement. Where it failed, it was usually occasioned so because of its limited authority over sports functions performed by other parties. It is not at all clear how a Sports Commission would be constituted and what authority it will have. How would the Commission implement proposals?
  - How would the Sports Commission interface with other sporting organizations which operate autonomously? To whom would the Commission be accountable?
  - HKSDB includes representatives from HAB, LCSD, SF&OC, as well as experienced people from the sporting community. How would the proposed Commission be different?

12. We also agree that overlap or lack of clarity might be a problem. We disagree, however, that this is a major problem. Minor overlaps and lack of clarity are inevitable when partnerships are first built, particularly when LCSD was first established in 2000. Since then, clearer demarcation had been agreed with SDB.
13. Building stronger partnerships is critical to the success of Hong Kong sport. This is because the complexity of sports development requires cooperated and coordinated delivery. HKSDB has been perhaps the main partnership builder in Hong Kong sport, linking up and coordinating with the commercial sector, the government, the school system, the NSAs, and the athletes. It is not clear how the proposed Commission would build and maintain these partnerships.

#### **Comments on other Proposals**

14. We are supportive of most of the strategic recommendations in the Sports Policy Review. It is difficult for us not to be, since most of these recommendations were formulated by and have been repeatedly pushed for by HKSDB. We support establishing a sport lottery. We support the community sports club initiative. We support closer liaison with the education sector to promote a sports culture in schools, and we support satellite training centers with HKSI as the central coordinating point.
15. On the other hand, we are seriously concerned with the Sports Policy Review's assumptions about how structural changes will resolve key issues. In particular, we believe the Review incorrectly implies that the proposed Commission would make all the problems in the sports sector disappear.
16. One problem that will not just disappear is criticism over perceived funding inequity and inadequacy. Over the years, HKSDB has developed a set of funding allocation procedures and mechanisms that are open, transparent and user-friendly. Under the continuous scrutiny of ICAC, the Audit Commission and the Ombudsman, HKSDB



funding mechanisms have been found to be fair and consistent. Nevertheless, criticisms on funding policies has sometimes been intense and again surfaced in the Policy Review. However, the Policy Review does not elaborate what is wrong with the current funding system and how it could be improved. Neither does it explain whether the perceived inequity is substantiated.

## **Conclusion**

17. The Hong Kong sports community needs to progress. It needs focused effort and adequate funding to achieve its targets. HKSDB will support any proposals that can achieve these targets. On the other hand, the Policy Review report has not made a convincing case that its proposal for the future sports structure will make any major improvements over the current situation. Furthermore, we believe that the lack of clear pros and cons associated with the three options in the Paper is confusing and fails to provide the information needed for constructive and fair discussions on the future structure of Hong Kong sport.
  
18. Lastly, we believe that the Hong Kong sports community needs a Commission or Board that has overall policymaking authority and the ability to deliver. It needs an executive institution that is directly accountable to its policymakers and focused on sports development. We also believe that creating a Commission with no authority to implement policy will not benefit Hong Kong sport. To the contrary, a dramatic restructuring of the sports sector that does not solve its basic problems will do far more harm than good. Shifting responsibility for implementation back into the hands of a more rigid and bureaucratic government structure will also be a retrograde step.

19 June 2002

# 香港康體發展局條例

# HONG KONG SPORTS DEVELOPMENT BOARD ORDINANCE

## 第 1149 章

## CHAPTER 1149

(這單行本根據《1990 年法例 (活頁版) 條例》  
第 2(3) 條印行，並切合 2000 年 9 月 30 日的  
法律情況。)

(This booklet is published under section 2(3) of  
the Laws (Loose-leaf Publication) Ordinance  
1990. It is up to date as of 30 September 2000.)

#### 4. 發展局的宗旨

發展局的宗旨是——

- (a) 推動香港康樂體育活動的發展；
- (b) 從事推動香港康樂體育活動的發展所必須的活動；
- (c) 從事行政長官經諮詢發展局後，藉憲報公告的命令准許或指定該局進行的其他活動；（由 2000 年第 59 號第 3 條修訂）
- (d) 管理、掌管、維持及發展學院，以及管理、掌管、保養及發展發展局的其他財產，以達致設立學院的目標或將其他財產歸予發展局的目標。（由 1994 年第 9 號第 5 條增補）

#### 5. 發展局的權力

(1) 發展局可進行以下一切事情——

- (a) 有利或有助於達致其宗旨的事情；或
  - (b) 發展局認為為妥善貫徹其宗旨而必須進行的事情。
- (2) 在符合第 (1) 款而又不限制該款的一般性原則下，發展局可——
- (a) 擬訂提高社會大眾對康樂體育活動的知識及教育水平的建議，並予以實施；
  - (b) 擬訂發展康樂體育活動的建議，並予以實施；
  - (c) 就康樂體育活動的行政、訓練、參與及裁判事宜，擬訂培養及訓練適當人才的建議，並予以實施；

#### 4. Purposes of the Board

The purposes of the Board are to—

- (a) promote the development of sport and physical recreation in Hong Kong;
- (b) engage in such activities as may be necessary for promoting the development of sport and physical recreation in Hong Kong;
- (c) engage in such other activities as the Chief Executive may, after consultation with the Board, permit or assign to it by order published in the Gazette; (Amended 59 of 2000 s. 3)
- (d) manage, control, maintain and develop the Institute and other property of the Board to meet the objectives for which the Institute is established or for which other property may be vested in the Board. (Added 9 of 1994 s. 5)

#### 5. Powers of the Board

(1) The Board may do all such things as—

- (a) are expedient for or conducive to the attainment of; or
- (b) in the opinion of the Board, are necessary to facilitate the carrying out of,

the purposes of the Board.

(2) Subject to and without restricting the generality of subsection (1), the Board may—

- (a) prepare proposals for advancing the knowledge and education of the public concerning sport and physical recreation and implement such proposals;
- (b) prepare proposals for the development of sport and physical recreation and implement such proposals;
- (c) prepare proposals for the education and training of suitable persons in matters relating to administration, coaching, participating and officiating in sport and physical recreation and implement such proposals;

- (d) 從事或支持運動科學及運動醫學的研究，並提供運動科學及運動醫學方面的服務；
- (e) 取得及散發與發展局宗旨有關的事項的資料；
- (f) 就與發展局宗旨有關的事項，採取發展局根據其所持有的資料而認為是合理的行動，包括向政府、公共機構、公職人員、社區康樂體育活動社團或社會大眾提供意見；
- (g) 與跟發展局宗旨有關的事項有關係的國際團體或其他團體合作，或成為其成員或附屬於該團體；
- (h) 從事或支持發展局認為有利於達致其宗旨的其他活動；
- (i) 聯同中國香港體育協會暨奧林匹克委員會、區議會、社區康樂體育活動社團或其他團體（其宗旨是類似於或附帶於發展局的宗旨的）進行、或與上述團體合作進行發展局在本條例下可進行的事情；（由 1999 年第 78 號第 7 條修訂；由 2000 年第 7 號第 3 條修訂；由 2000 年第 59 號第 3 條修訂）
- (j) 取得、租入、購買、持有及享用動產，及出售、出租或以其他方式處置或處理動產；
- (ja) 取得、租入、購買、持有及享用不動產，以及出租或經財政司司長批准出售或以其他方式處置不動產；（由 1994 年第 9 號第 6 條增補。由 1997 年第 362 號法律公告條訂）
- (k) 放棄租賃、或申請及同意修改租賃條件，或進行交換；
- (l) 承擔及執行以發展體育為目的的信託，或具有類似或附帶於發展局宗旨的其他目的的信託；
- (m) 接受財產或其他形式的捐贈，不論是否受信託所限；
- (n) 按發展局認為適當的條款及條件，包括津貼、福利及薪酬，委任決定任用的僱員；
- (o) 支付或提供特惠付款予任何僱員、去世僱員的遺產管理人，或該僱員在去世時的受供養人；
- (p) 以發展局認為適當的方式和條款及條件聘用技術及專業顧問，或委任任何人或團體推行發展局的活動；

- (d) engage in or support research into, and provide a service in, sports science and sports medicine;
- (e) acquire and disseminate information on any matter related to the purposes of the Board;
- (f) take such action as in the opinion of the Board is justified by information in its possession including giving advice to the Government, to any public body, to any public officer, to community sports and physical recreation associations, or to the public on any matter related to the purposes of the Board;
- (g) collaborate with, become a member of or affiliate to any international or other body concerned with any matter related to the purposes of the Board;
- (h) engage in or support any other activity which in the opinion of the Board will facilitate the attainment of the purposes of the Board;
- (i) do any thing which it may do under this Ordinance in association or co-operation with the Sports Federation & Olympic Committee of Hong Kong, China, the District Councils, community sports and physical recreation associations or any other body whose purposes are similar or incidental to the purposes of the Board; (Amended 8 of 1999 s. 89; 78 of 1999 s. 7; 7 of 2000 s. 3; 59 of 2000 s. 3)
- (j) acquire, take on lease, purchase, hold and enjoy movable property and sell, let or otherwise dispose of or deal with movable property;
- (ja) acquire, take on lease, purchase, hold and enjoy immovable property and lease or, with the approval of the Financial Secretary, sell or otherwise dispose of immovable property; (Added 9 of 1994 s. 6)
- (k) surrender any lease or apply for and agree to the modification of lease conditions or enter into any exchange;
- (l) undertake and execute any trust which has for its object the development of sport or any other object similar or incidental to the purposes of the Board;
- (m) accept gifts and donations, whether of property or otherwise and whether subject to any trust or not;
- (n) appoint such employees as it may determine on such terms and conditions as the Board thinks fit including the payment of allowances, benefits and remuneration;
- (o) make or provide ex gratia payments to any employee, or to the personal representative of a deceased employee or to any other person who was dependent on such employee at his death;
- (p) engage the services of technical and professional advisers or appoint persons or organizations to carry out any of its activities in such manner and on such terms and conditions as it thinks fit;

- (g) 按發展局認為適當的條款及條件支付它認為適當的款額予所抱宗旨是相類於或附帶於發展局宗旨的任何人士、社區康樂體育活動社團或其他團體；
  - (f) 自行或聯同其他人從事發展局的活動或行使發展局的權力；
  - (s) 興建、更改、擴建、改善、修葺或拆卸建築物及附帶設施； (由 1994 年第 9 號第 6 條增補)
  - (t) 提供任何器材、固定設施、裝置或家具； (由 1994 年第 9 號第 6 條增補)
  - (u) 以符合發展局的宗旨及學院的目標的方式，在學院發展體育活動； (由 1994 年第 9 號第 6 條增補)
  - (v) 准許任何人使用它的建築物及設施，並在它認為適當的情況下，收取、減收、免收或退還使用該等建築物及設施的費用； (由 1994 年第 9 號第 6 條增補)
  - (w) 指明它的財產或任何部分的用途； (由 1994 年第 9 號第 6 條增補)
  - (x) 在適當情況下頒授體育獎學金。 (由 1994 年第 9 號第 6 條增補)
- (3) 發展局可在符合政府租契的條款及條件下，並為政府租契所批給的目的發展其持有的任何土地，而發展的方式及程度，猶如發展局在有關土地所持有的權益是由自然人持有時，法律所會准許的方式及程度一樣。 (由 1994 年第 9 號第 6 條增補。由 2000 年第 59 號第 3 條修訂)

(由 1994 年第 9 號第 6 條修訂)

- (g) pay such amounts of money to any person, community sports and physical recreation association or any other body whose purposes are similar or incidental to the purposes of the Board on such terms and conditions as to that payment or otherwise as the Board may think fit;
- (r) engage in any of its activities or exercise any of its powers either alone or in association with any other person or persons;
- (s) construct, alter, enlarge, improve, repair or demolish buildings and ancillary facilities; (Added 9 of 1994 s. 6)
- (t) provide any equipment, fixtures, fittings or furniture; (Added 9 of 1994 s. 6)
- (u) develop sports in the Institute in a manner that is consistent with the purposes of the Board and the objectives of the Institute; (Added 9 of 1994 s. 6)
- (v) permit the use of its buildings and facilities by any person and charge, reduce, waive or refund fees for the use in such cases as it thinks fit; (Added 9 of 1994 s. 6)
- (w) specify the purposes for which its property, or any part, may be used; (Added 9 of 1994 s. 6)
- (x) award scholarships in sport in suitable cases. (Added 9 of 1994 s. 6)

(3) The Board may develop any land it holds for the purpose for which the Government lease is granted, subject to the terms and conditions of the Government lease, and in a manner and to the extent as the law would allow if a natural person held the land in the same interest. (Added 9 of 1994 s. 6. Amended 59 of 2000 s. 3)

(Amended 9 of 1994 s. 6)

## **Response to the Sports Policy Review Paper**

**From the Head Coaches  
At the Hong Kong Sports Institutes**

### **A Submission to the Legislative Council, Home Affairs Panel**

#### **Submitted by**

**Tse Ping Sin  
Acting Head Athletics Coach**

**Chan Chi Choi  
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**Shen Jin Kang  
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Head Swimming Coach**

**Hui Jun  
Head Table Tennis Coach**

**Stan Tamura  
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**Ruth Hunt  
Head Triathlon Coach**

**Rene Appel  
Head Windsurfing Coach**

**Yu Li Guang  
Head Wushu Coach**

**Date: 17 June 2002**

#### **Background**

In response to the Sport Policy Review Paper (the Paper), Head Coaches at the Hong Kong Sports Institute (HKSI) held discussion meetings on 3/6 and 13/6, and also met the representatives from the HAB and the Sport Policy Review Team on 4/6.

Noting that the Members of the Home Affairs Panel of the Legislative Council will meet representatives of the national sports associations and other stakeholders of sport in Hong Kong, the Head Coaches find it necessary to forward their concerns and comments on the Paper for the information of the Members.

Below is a summary of the discussions and the response from the Head Coaches on the Paper at the above meetings. Other comments from individual coaches are also collated at the end for Members' information.

#### **General Remarks**

1. The paper has no direction and is contradictory, misleading and full of assumptions. There are no clear mission statements stating its focus, nor any targets or actions steps to state the time frame and how its recommendations should be achieved.
2. The government has been denying its role in the monitoring of sport and put all the blame on the HKSDB for all the controversies and for issues not of HKSDB's responsibility.

3. The paper is misleading and irresponsible by making assumptions that creating a new body would resolve all problems and all the recommendations would be delivered, without any concrete suggestions and concrete action steps.
4. The paper has wrongly undermined and denied the achievements of the HKSDB in the last twelve years in elite training, which actually is influential to the sport culture and society as a whole.
5. The paper has only addressed the weaknesses and controversies in sport, but not stating the facts and reasons for such weakness and controversies.
6. HKSAR government does not clearly state its goal in the paper, emphasis of the paper is put on sport for all and recreational activities and physical exercise, rather than on elite development. There is a severe imbalance in the allocation of resources and support for the development of high performance sport.
7. Sport is a labour-intensive industry. Provision of personnel for programme management / operation, coaching, facilities management, technical and athletes support should not be regarded as simply administration cost. The HKSDB is spending the same percentage of such "staff cost" as the LCSDB and SF&OC, thus should not be misled and criticized for wasting resources. Due to such criticism, the support for sports development and elite training at the HKSDB and HKSI has been frozen and unable to move forward in the last few years.
8. As all the coaches, athletes and NSAs was busy preparing for the 2002 Asian Games, the timing for consulting this Review at this moment, which has made the respective parties hard to reflect their views on the Review paper.
9. The paper has suggested setting a 5-year or 10-year strategic sports policy, which is actually not long-term enough for elite training.

## **Facilities**

10. HKSI facilities should be upgraded into a high-performance training centre to include more up to standard international facilities such as tennis clay courts, standard (50m) swimming pools.
11. In order to maintain an elite training environment that facilities become available all times and that training is not disturbed, the facilities at HKSI should be retained and maintained for elite training only, instead of turning into public facilities for the purpose of generating income.
12. The work of the HKSDB should be evaluated based on quality rather than quantity, thus the usage of facilities should not be compared with that of the public facilities.
13. The technical support facilities should be expanded and enhanced in order to provide sufficient and up to standard service to athletes.
14. The strength and conditioning facilities should be expanded and enhanced to support elite athletes from all sports.

15. Some of the strength and conditioning facilities of existing LCSD fitness rooms should be upgraded to make them suitable for elite and squad training programmes of NSAs. The management policy of such facilities should cater for such purpose. Expertise at the HKSI should help develop sport specific strength and conditioning programmes for elite coaches to use these fitness rooms in order to ease the saturated situation at the HKSI.
16. LCSD should designate certain public facilities to NSAs as training base for their national / regional / development squad training.
17. Support to use facilities of the tertiary institution to make them satellite training centers for elite training. The programmes should be HKSI/NSA coach driven and partnership based. The institutions should play supporting role in delivering such elite programmes.
18. Up-to-standard Water Sports Centre should be constructed for better development of water sports in Hong Kong.
19. The government should also consider supporting the operation and maintenance of rowing facilities on the Shing Mun River, which are the only rowing facilities in the territory.

### **Support for Elite Sports**

20. The elite sports concept has proved to be successful in the last twelve year. Only with guaranteed maximum support to the identified sports, then the limited resources can be maximized to guarantee excellence performance.
21. A comprehensive supporting system emphasizing the continuum of sport is crucial for the future of sport in Hong Kong. The paper has emphasised the support of more junior and potential athletes. However, it is also important that such a continuum should be supported under the same sports structure and system, from talent identification to development programmes linking to the elite development and training programmes under the direction and supervision of the elite programmes.
22. A comprehensive infrastructure for elite training and development is also crucial factor in elite development. HKSAR government should take the lead to ensure that appropriate guaranteed resources would be allocated to support elite development.
23. Technical support such as sports science and sports medicine and other on-field support during training and competition has become an integral part of elite training. Such provision is minimal and cannot meet the basic requirement of all elite athletes at the HKSI in the past. In order not to fall behind our counterparts at the international arena, much resources and manpower are required.
24. In order to tie in with the vision of the government and the community, Hong Kong would send a strong delegation to the 2008 Olympic Games, and have a strong team for the 2010 Asian Games if Hong Kong was to win the bid. Under such circumstances, the number of elite sports should be increased and the size of the squads would be expanded.
25. HKSAR government should also consider organising more territory-wide multi-sports games / competitions to foster the sports culture and enhance the competition standard of Hong Kong athletes.



## **Coaching Support and Career Path for Elite Athletes**

26. There has been a serious lack of coaching manpower at the HKSI and number of coaches has been frozen for many years, while the pool of elite athletes has been increasing. Elite athletes need more intensive and comprehensive personalized training programme as their counterparts internationally. There must be real resources and additional funding added in this area instead of paying lip services to elite training.
27. Elite or retired elite athletes can be attached to the Head Coaches or the national coach of their sport to assist in coaching of the squads. There should be an apprenticeship programme providing allowance for these athletes similar to other vocational training programmes in Hong Kong. This would also help release part of the coaching workload, at least in junior and potential athlete development area.

## **Athletes Support**

28. There should be special education training programmes, or more flexible approach in schools for junior athletes. The government should take the lead through legislation of a sports law to make changes in the current education system so that elite athletes can be well supported through a more flexible curriculum and sports achievements are recognised and sport development is more emphasized.
29. The Athletes hostel should be expanded and enhanced to include more studying and recreational facilities to provide a better environment for elite athletes.
30. Other than encouraging the corporate sector to employ elite athletes and retired elite athletes, the government should take the lead by employing them and allowing more flexible working hours and to accommodate their training and competition needs.
31. Apart from financial support, the government should further raise the profile of athletes to foster sports culture as a whole.
32. The review does not place any emphasis on the key elements affecting the development of elites in Hong Kong, i.e. the lack of society support, consistent and long-term guaranteed support for elite athletes in training on their road to medal achievement. Therefore, the paper should investigate the affecting factors of such a phenomenon, rather than putting the blame on a structure.
33. Apart from the major games incentive awards, there are no incentive awards for athletes with high achievements in such high-standard competitions as Asian / World Championships.

## **Role of HKSDB**

34. The role of HKSDB has been clearly defined with the terms of reference similar to the proposed Sports Commission. It is only necessary for the government to empower the HKSDB to deliver all its roles and functions.
35. Starting from beginning, there has been representatives from the government on the HKSDB to advise on the directions and monitor its progress. The government has

undeniable responsibility if the HKSDDB was not delivering and not performing. It is irresponsible of the government to ignore the core problems in sport, but simply propose to dissolve the HKSDDB instead of resolving the controversy within the fragmented sports community.

36. The HKSDDB is not part of the government structure, it can break away from the rigid bureaucracy of the government setting and allow a more flexible, efficient and effective approach in its administration.
37. The HKSDDB is in a better position to fulfill the role of the proposed Sports Commission as its Management has the expertise and experience in planning, co-ordinating, funding and initiating various sports development projects.

### **Role of HKSI**

38. The HKSI should be re-positioned as the elite training centre for elite athletes where comprehensive support in coaching, elite competitions, athlete development and technical services are to be provided.
39. The HKSI should continue to be the elite training centre of Hong Kong with full autonomy and free from politics in delivery of its programmes.
40. An effective communication approach has been adopted between the HKSI and all elite sports NSAs in the past few years. The elite training programme becomes a partnership programme between two parties, and NSAs are well informed and consulted on the planning and delivery of the programme.
41. An effective coaching structure is crucial for the overall elite sports. Only with adequate coaching support can the performance of elite athletes be enhanced.

### **Allocation of Resources and the Funding Agency**

42. In the Policy, HAB has proposed to adopt Option C i.e. to dissolve HKSDDB, the coaches enquired why there exists a directional decision prior to the completion of the consultation.
43. Allocation of funding should not be rest in hands of the end users. Over the past twelve years, the HKSDDB has developed a set of funding criteria considered to be fair by most NSAs. With its focus sport concept, elite sports are able to achieve international success. Should there be only one funding body which should be neutral enough, it should be the HKSDDB for it has been working closely with all NSAs and understanding most of the need of each NSA in development and elite training.
44. It would be hard for the Sports Commission to monitor the use of funds as it would only be an advisory body giving direction to respective funding bodies.
45. The HKSDDB is comparatively flexible and efficient in its funding system. During the past few years, the HKSDDB has great difficulties in getting additional funding for sports, such as the preparation for major Games from the ASDF, through the government offices. It is worried that if the funding agency is within the government set up with people having little

knowledge or concern about elite sport, elite sports would be tied down by the bureaucratic government system and its inflexibility, not to mention the possible lost of opportunities because the process took far too long than necessary.

46. It is impossible for coaches / NSAs to deliver their training programmes effectively if the administration procedures are not simple and clear enough.
47. Consistent support is vital for consolidating effective feeder systems and continuous development of sports and elite training. HAB should consider granting funds to NSAs on a 4-year cycle tying in with the Asian Games cycle.
48. In the future, all funding related to Elite Sports training and competition and development should be allocated through the HKSI within the HKSDDB in order to eliminate the misunderstanding of double funding to Elite Sports. This can also ensure a more professional approach in the management and monitoring of public funding, and to maintain a one-stop approach in the support to elite sports.
49. The government has reiterated once and again that there would be no new money for sport in the near future. In view of the significant shortfall for elite training and development, the government must review and re-allocate its funding to sport so to maintain a more balanced emphasis to high performance sport and sport promotion and participation. According to the existing resources spent in sport, only 8% is given to the HKSDDB.
50. To attract more sports sponsorships, the government should consider introducing tax-exemption incentives for sports sponsors.

### **The Proposed Sports Commission**

51. Members of the HKSDDB have been directly appointed by the government, and they are representatives from SF&OC, HAB, respective government departments / related organisations, elite from the community and individuals with good standing in sport. It is always possible to include a wider representation at any time the government considered appropriate. It is obvious that the same combination of member would be appointed to the Sports Commission, so there's no reason to change only the name and bring even more uncertainty to sport.
52. With the similar members structure but without an operation arm as the HKSDDB, with little change in the sports structure in Hong Kong, the paper does not elaborate how this new body can deliver the recommendation which the HKSDDB has raised for many years.
53. To ensure a fair allocation of resources and funding among NSAs, the appointed members of the Sports Commission should be independent and neutral enough to represent interests of different NSAs.
54. Without such an executive arm as the HKSDDB, the proposed body would remain as an advisory body. Because of the voluntary nature of the organisation, accountability to deliver would be in question, and there is no bind of any kind for the sports organisations under its umbrella to follow its instructions in the future.

55. Membership of the proposed Sports Commission, or the HKSDB in the future, should include representatives from coaches and athletes, and other people with the knowledge and concern for sport, but not only people with influence in sport. This can avoid possible conflict of interest especially in allocation of resources.
56. To ensure cost-effectiveness, the proposed Sports Commission, or the HKSDB in the future, as a policy-making body, should set priority in the overall sports resources allocation, with a view to strike a balance between support to high performance sports and mass participation in sport.
57. Similar commissions in other fields e.g. Education Commission has been proved to be ineffective in delivery their advisory roles.

- END -

## **Other Comments from Individual Coaches**

### **Stan Tamura – Head Tennis Coach**

1. During this two months public consultation period, the HAB should very carefully consider the source of the input on matters concerning elite training.

Elite training is a highly specialized field and very few people truly understand what is involved in the training of international level elite athletes, although many believe they do. For example, in tennis there are many people (hundreds) throughout Hong Kong who would consider themselves experts about elite tennis training, but the truth is most all do not understand what is really involved to develop a player to international standards.

Their misperception is that the level of junior tennis in Hong Kong is the same as international elite, and this is far from the truth. They feel because of their knowledge of local tennis this qualifies them to be experts on international elite level development.

I'm sure this holds true for many if not all other sports. The danger is that the voice of these people, who are greater in numbers than the "true" experts, can override the voice of the real experts. The real experts, to be honest, are primarily the elite coaches who have been hired at the HKSI based on their qualifications of working with and developing international elite level athletes. These are the people who should be taken seriously on matters relating to elite training, and who should have the greatest voice in decisions of elite training.

2. If elite results and sports were really a priority for the HAB, this report would not have been released at this time, only 4 months before the Asian Games.

It is not possible for this to not be a distraction to our elite athletes and coaches. No matter how professional our athletes and coaches are, this is on the back of their minds, when 100% of their focus should be on training.

These pending decisions will very much affect their future, and there is a lot of uncertainty for their future, and this is the wrong time for them to be thinking about these issues. And with all our coaches efforts focused on training, preparations, and travelling, we do not have the time to give our full attention to this matter that it deserves. In that regard, we elite coaches have not been given our proper say and unfairly have been asked to sacrifice our time away from training in order to respond to the report.

3. The HAB should inform everyone what sports will be included as "focus sports" and which will not be as soon as possible.

In tennis, we have 5 junior players who stopped school in order to commit to full time training. This is a major commitment and sacrifice that was necessary because of the difficult school system in Hong Kong.

In tennis, players have to develop a high level game at an early age, if they miss this time frame they are very unlikely to be able to compete successfully at the international level in the senior game.

These players committed to full time because we were able to give them a commitment of support by our elite program at the HKSI. Now, if tennis does not get selected as a focus

sport, this commitment is gone and the kids have been misled and this would be unfortunate and unfair to them.

Regardless, they should be notified as soon as possible so they can try to return back to school before they fall too far behind. Also, the same goes for coaches and other employees in the elite sports that would not be selected. In fairness to them, they should be given as much notice as possible so they can have the opportunity to look for new jobs. As I believe the HAB has already decided which sports are to be included as focus sports in the new plan, this should be disclosed.

4. The SCMP article of June 13<sup>th</sup> suggested that soccer has already been selected as a focus sport due to its popularity, regardless that their elite results have been far below standards necessary for justification.

As soccer is a very high maintenance sport in terms of budget, and that the HAB has already stated that no more money will be allocated to sports, it is likely that other focus sports will need to be dropped to accommodate soccer.

It should be clearly stated what the criteria for selection to focus status should be as soon as possible, so all sports have a fair chance to make the changes necessary to be selected if these decisions have not already been made, and be given a fair chance to reach these targets before being dropped.

For the past, results necessary for focus status has been clearly stated, and this is very transparent. To elite coaches and athletes, this is fair as in the world of sports results are the bottom line. We all know that if we perform we will be rewarded, if we don't we are at risk. This is true in all sports and all elite levels whether NBA basketball, World Cup soccer, or Hong Kong elite sports.

To now change the criteria and use a popularity system is not necessarily fair to coaches and athletes who have been given very clear and transparent targets in the past. The idea of giving a sport preferential treatment because if it can produce a champion or top player/team it can create lots of public interest could hold true for many sports, including tennis.

If Hong Kong were to produce a world champion like Michael Chang, the public interest would be enormous not only in Hong Kong but throughout Asia. It would create thousands of new players (kids and adults who would actively take up the game) in Hong Kong alone, and tens of thousands of new fans of tennis in Hong Kong. By this way of thinking, it would be logical that more money should be put into tennis because of the possible return on the investment, which is far greater in potential than most sports.

5. My final comment is that I hope the HAB understands that there is a vast resource of highly qualified professionals in all areas including administrators, coaches, support staff, etc. currently working at the HKSI/SDB who are well suited to implement any new sports policy the HAB chooses.

Stan Tamura  
Head Tennis Coach  
Hong Kong Sports Inistitute  
14 June 2002

## Other Comments from Individual Coaches

### ***Tony Choi – Head Squash Coach***

#### **Introduction**

As the Home Affairs Bureau (HAB) of HKSAR has conducted a “Sports Policy Review” (paper) so as to formulate a strategic blueprint for the sport development in Hong Kong, which is certainly a form of forward movement for the sports in Hong Kong.

Up to now, Hong Kong does not have any sports policy, this review definitely is a very important paper for the development of sports, for that reason we should make it the best because it will influence the long-term sport development.

#### **1. Better prospects for High Performance Sport**

In the reason of Elite Sports has moved on a successful path and improved a lot throughout the last decade, government should now focus more on the High Performance by putting more money on it and paying more attention to the athletes.

- 1.1 Government should realize High Performance need to spend money as a long-term investment. Sport can build up the international image in the worldwide arenas, the typical example proven that is Lee Lai Shan winning the gold medal in the Olympic Games. In the long run, Hong Kong should have a better-developed sport culture that can advantage for strengthening our nationality's union.
- 1.2 If Government drives to make success in High Performance, it must set the priority and effective strategic toward. Obviously resources are not unlimited, then Government should put the limited resources in a right position and order.
  - (i) In order to draw up a more structured “athletes plan” to provide better support for full-time athletes with regard to financial, educational and career guidance, following areas should also be aware: -
    - a. There should be special education training programmes, or more flexible approach in schools for junior athletes. The government should take the lead through legislation of a sports law to make changes in the current education system so that elite athletes could be well supported through a more flexible curriculum and sports achievements were recognized and sport development was more emphasized.
    - b. Elite or retired elite athletes could be attached to the Head Coaches or the national coach of their sport to assist in coaching of the squads. There should be an apprenticeship programme providing allowance for these athletes similar to other vocational training programmes in Hong Kong. This would also help release part of the coaching workload, at least in junior and potential athlete development area. This would help the elite development and support the “athletes plan”.
    - c. The Athletes hostel should be expanded and enhanced to include more studying and recreational facilities to provide a better environment for elite athletes.

- d. Other than encouraging the corporate sector to employ elite athletes and retired elite athletes, the government should take the lead by employing them and allowing more flexible working hours and to accommodate their training and competition needs.
  - e. Apart from financial support, the government should further raise the profile of athletes to foster sports culture as a whole.
  - f. Apart from the major games incentive awards, there were no incentive awards for athletes with high achievements in such high-standard competitions as Asian / World Championships.
- (ii) In addition to strengthen the athletes - backbone of the High Performance, coach is the back up for the backbone and work back to back with the athletes. As Sport is a labor-intensive industry, the ratio of coach to athletes should be increased.

There had been a serious lack of coaching manpower at the HKSI and number of coaches had been frozen for many years, while the pool of elite athletes was increasing. Elite athletes needed more intensive and comprehensive personalized training programme as their counterparts internationally. There must be real resources and additional funding added in this area instead of paying lip services to elite training.

- (iii) Technical support such as sports science and sports medicine and other on-field support during training and competition had become an integral part of elite training. Such provision was minimal and could not meet the basic requirement of all elite athletes at the HKSI in the past. In order not to fall behind our counterparts at the international arena, much resources and manpower was required.

*Certainly, Government highlight the High Performance is vital but it must set the priority for it.*

- 1.3 A comprehensive infrastructure for elite training and development was also crucial factor in elite development. HKSAR government should take the lead to ensure that appropriate guaranteed resources would be allocated to support elite development.
- 1.4 A comprehensive supporting system emphasizing the continuum of sport is crucial for the future of sport in Hong Kong. The paper emphasized the support of more junior and potential athletes. However, it was also important that such a continuum should be supported under this same sports structure and system, from talent identification to development programmes linking to the elite development and training programmes under the direction and supervision of the elite programmes.
- 1.5 HKSAR government should also consider organizing more territory-wide multi-sports games / competitions to foster the sports culture and enhance the competition standard of Hong Kong athletes.
- 1.6 HKSI facilities should be upgraded into a high-performance training centre to include more up to standard international facilities such as tennis clay courts, standard (50m) swimming pools.



In order to maintain an elite training environment that facilities were available all times and that training was not disturbed. The facilities at HKSI should be retained and maintained for elite training only, instead of turning into public facilities for the purpose of generating income.

1.7 Support to use facilities of the tertiary institution to make them satellite training centers for elite training. The programmes should be HKSI/NSA coach driven and partnership based. The institutions should play supporting role in delivering such elite programmes.

Some of the strength and conditioning facilities of existing LCSD fitness rooms should be upgraded to make them suitable for elite and squad training programmes of NSAs. The management policy of such facilities should cater for such purpose. Expertise at the HKSI should help develop sport specific strength and conditioning programmes for elite coaches to use these fitness rooms in order to ease the saturated situation at the HKSI.

LCSD should designate certain public facilities to NSAs as training base for their national / regional / development squad training.

## 2. Creating a More Clearly Defined and Effective Administrative Structure for Sport

In the report, HAB had proposed to adopt Option C i.e. to dissolve HKSDB, but I feel disappointed about why there existed a directional decision prior to the completion of the consultation, which is not fair to HKSDB.

### 2.1 Why I support Option A?

- (i) The role of HKSDB had been clearly defined with the terms of reference similar to the proposed Sports Commission. It was only necessary for the government to empower the HKSDB to deliver all its roles and functions.
- (ii) The HKSDB was not part of the government structure, it could break away from the rigid bureaucracy of the government setting and allow a more flexible, efficient and effective approach in its administration.
- (iii) The HKSDB was in a better position to fulfill the role of the proposed Sports Commission as its Management had the expertise and experience in planning, co-ordinating, funding and initiating various sports development projects.
- (iv) Allocation of funding should not be rest in hands of the end users. Over the past twelve years, the HKSDB had developed a set of funding criteria considered to be fair by most NSAs. With its focus sport concept, elite sports were able to achieve international success. Should there be only one funding body which should be neutral enough, it should be the HKSDB for it had been working closely with all NSAs and understanding most of the need of each NSA in development and elite training.

### 2.2 Why not to support Option C?

- (i) Member of the HKSDB had been directly appointed by the government, and they were representatives from SF&OC, HAB, respective government departments / related

organizations, elite from the community and individuals with good standing in sport. It was always possible to include a wider representation at any time the government considered appropriate. It was obvious that the same combination of member would be appointed to the Sports Commission, so there's no reason to change only the name and bring even more uncertainty to sport.

- (ii) With the similar members structure but without an operation arm as the HKSDB, with little change in the sports structure in Hong Kong, the paper did not elaborate how this new body could deliver the recommendation which the HKSDB has raised for many years.
- (iii) Without such an executive arm as the HKSDB, the proposed body would remain as an advisory body. Because of the voluntary nature of the organization, accountability to deliver would be in question, and there was no bind of any kind for the sports organizations under its umbrella to follow its instructions in the future.
- (iv) Similar commissions in other fields e.g. Education Commission was proved to be ineffective in delivery their advisory roles.
- (v) It would be hard for the Sports Commission to monitor the use of funds, as it would only be an advisory body giving direction to respective funding bodies.
- (vi) The HKSDB was comparatively flexible and efficient in its funding system. During the past few years, the HKSDB had great difficulties in getting additional funding for sports, such as the preparation for major Games from the ASDF, through the government offices. It was worried that if the funding agency was within the government set up with people having little knowledge or concern about elite sport, elite sports would be tied down by the bureaucratic government system and its inflexibility, not to mention the possible lost of opportunities because the process took far too long than necessary.

### 2.3 To formulate a clear function / role of HKSI is also recommended

- (i) The HKSI should be re-positioned as the elite training centre for elite athletes where comprehensive support in coaching, elite competitions, athlete development and technical services were provided.
- (ii) The HKSI should continue to be the elite training centre of Hong Kong with full autonomy and free from politics in delivery of its programmes.
- (iii) An effective communication approach had been adopted between the HKSI and all elite sports NSAs in the past few years. The elite training programme was a partnership programme between two parties, and NSAs' were well informed and consulted on the planning and delivery of the programme.
- (iv) An effective coaching structure was crucial for the overall elite sports. Only with adequate coaching support could the performance of elite athletes be enhanced.

### **3. Review of Public Funding for Sport**

It is good to look into the Public Funding for Sport in this review. Following are my comments:

- 3.1 The government had reiterated once and again that there would be no new money for sport in the near future. In view of the significant shortfall for elite training and development, the government must review and re-allocate its funding to sport so to maintain a more balanced emphasis to high performance sport and sport promotion and participation. According to the existing resources spent in sport, only 8% is given to the HKSDb.
- 3.2 Consistent support was vital for consolidating effective feeder systems and continuous development of sports and elite training. HAB should consider granting funds to NSAs on a 4-year cycle tying in with the Asian Games cycle.
- 3.3 To ensure cost-effectiveness, the Sports Commission, or the HKSDb in the future, as a policy-making body, should set priority in the overall sports resources allocation, with a view to strike a balance between support to high performance sports and mass participation in sport.
- 3.4 To review the mechanism and criteria in subventing NSAs with a view to ensuring a fairer allocation of resources and to evaluate the choice and number of "Focus" sports in the elite training programmes with a view to optimizing the effectiveness of the resources put into the programmes, which is always a truth. However, there is no mechanism has been mentioned in the paper, therefore the public cannot comment on it. This will also misleading the public to attribute HKSDb of its unfair current funding policy. But in fact, HKSDb already has a set of funding criteria, which is accepted by the majority of NSAs.
- 3.5 To establish an "Event Fund" to support the hosting of international sports events in Hong Kong will be a good idea for generates the financial support for the NSAs.
- 3.6 In the future, all funding related to Elite Sports training and competition and development should be allocated through the HKSI in order to eliminate the misunderstanding of double funding to Elite Sports. This would also ensure a more professional approach in the management and monitoring of public funding, and to maintain a one-stop approach in the support to elite sports.
- 3.7 To attract more sports sponsorships, the government should consider introducing tax-exemption incentives for sports sponsors.

### **4. Planning, Design and Management of Public Sports Venues**

Overall recommendations make to the public sports venues are positively moving forward, such as to adopt a more strategic, client-oriented and innovative approach. Besides, I would like to add the following few points on it: -

- 4.1 Before the Government plan to construct some large facilities or venues, it should consult the NSAs first, which to ensure the NSAs will make benefit of the new facility.

4.2 Apparently Hong Kong had its own living style and sport culture, Government should consider to add the social elements into the new facilities in an attempt to make it more user-friendly and helps the Community Sports Club development in long-run.

## **5. More Sport for Students**

5.1 Government leads development of sport starting from the youngsters is on the right track because sport can release the youth problem. But now the schools mainly concentrate on the academic results of the students, the government must get the involvement and support of the high structure level e.g. headmasters in order to facilitating the plan.

5.2 In order to develop the all-round sports development in schools, Government can also organize sports programmes for the schools by using the LCSD venues nearby while the schools have limited facilities.

## **6. Overall Comments**

6.1 Promoting of public participation in sport and maintaining support for disable athletes certainly is a good strategic to be formulated. As a whole for the sport development, Government must play an active role to facilitate. If fail, Government then cannot produce any result of it.

6.2 The review did not place any emphasis on the key elements affecting the development of elites in Hong Kong, i.e. the lack of society support, consistent and long-term guaranteed support for elite athletes in training on their road to medal achievement. Therefore, paper should investigate the affecting factors of such a phenomenon, rather than putting the blame on a structure.

6.3 HKSAR government does not clearly state its goal in the paper, emphasis of the paper is put on sport for all and recreational activities and physical exercise, rather than on elite development. There is a severe imbalance in the allocation of resources and support for the development of high performance sport.

6.4 The paper is misleading and irresponsible by making assumptions that creating a new body would resolve all problems and all the recommendations would be delivered, without any concrete suggestions and concrete action steps.

6.5 The paper has only addressed the weaknesses and controversies in sport, but not stating the facts and reasons for such weakness and controversies.

6.6 The paper is too general, not giving any concrete recommendations or action steps.

6.7 As all the coaches, athletes and NSAs was busy preparing for the 2002 Asian Games, the timing for consulting this Review at this moment, which has made the respective parties hard to reflect their views on the Review paper.

- 6.8 The government has been denying its role in the monitoring of sport and put all the blame on the HKSDDB for all the controversies and for issues not of HKSDDB's responsibility.
- 6.9 The paper has no direction and is contradictory, misleading and full of assumptions. There are no clear mission statement stating its focus, nor any targets or actions steps to state the time frame and how its recommendations should be achieved.
- 6.10 The paper has suggested setting a 5-year or 10-year strategic sports policy, which is actually not long-term enough for elite training.

*All the above are my personal views and comments on the "Sports Policy Review". If the concerning party have any questions on that, I am happy to discuss and share with you.*

Regards,

Tony Choi Yuk Kwan  
Head Squash Coach  
Hong Kong Sports Development Board

Date : June 17, 2002

## **Ruth Hunt - Head Triathlon Coach**

### **Key Areas**

- What are the Mission statements of the review? What are the targets? What are the action steps? What is the time frame? How are these targets to be achieved?
- The overall strategic framework for Hong Kong / China Sports programmes including targets for all - key activities and national targets should be set out in the objectives.
- The paper suggested setting a 5-year or 10-year strategic sports policy but elite sport needs long term planning over -16 years.
- Outstanding sporting talent can only be developed in the right training environment. This environment must offer top facilities, equipment, medical support, rehabilitation, nutrition, a secure future, as well as comfort and relaxation. Only when everything is in place can elite athletes concentrate on enhancing their, performance.
- To help achieve consistent success in significant international competitions and events additional revenue schemes have to be developed to make up the short fall in the Government funding. The suggestion that extra money can be raised by a National Lottery is an excellent one.
- An effective coaching structure is crucial for the overall success of elite sports. There has been a serious lack of coaching manpower at the HKSI and number of coaches had been frozen for many years, while the pool of elite athletes has been increasing. Coaches are needed for elite athletes who can win medals over the next 6 years. Coaches are needed to assist the development of talented performers with the potential to win medals in significant international events within the next 10 years. Talent needs to be identified and nurtured in athletes who have the characteristics to achieve success within the next 12 years - 16 years.
- To become a stronger force in international sport, as well as a more sporting/active society, there has to be a change on the general outlook towards sports in schools and within the curricular undertaken by students. If there are more children coming from schools with higher levels of skills and a more positive attitude toward sports then automatically the talent base increases.
- The role of HKSDDB was clearly defined with the terms of reference being similar to those of the proposed Sports Commission, (it is not an end user), so why not upgrade SDB and choose option A.
- How effective have similar commissions in other fields e.g. Education Commission proved to be as advisory bodies?
- If the funding agency were within the government set up, with staff having little knowledge or interest in elite sport, then elite sports would be tied down by the bureaucratic system.
- For example -if the vision of the government and the community is that Hong Kong should send strong teams to the 2006 Asian Games, 2008 Olympic Games, and the 2010 Asian Games then the number of elite sports should be increased and the size of the squads would be expanded.

- The elite training programmes must continue to be a partnership programme between the SI and NSAs'.
- HKSI facilities should be upgraded making it a high-performance training center. Each sport should have its own world - class training facilities.
- A recovery center should be set up.
- HKSI needs its own funding for the development of elite sport. In the future, all funding related to Elite Sports training and competition and development should be allocated through the HKSI in order to streamline procedures between HKSI and the Associations. This would also ensure a more professional approach in the management and monitoring of public funding.
- LCSD must not be the funding arm for elite sport, individual associations or clubs because it already has a vested interest in the funding system.
- If there is only one funding body then it should be the HKSDB for it has been working closely with all NSAs and understands most of the need of each NSA in development and elite training.
- LCSD should designate certain public facilities to NSAs as training base for their national / regional / development squad training. They must allow training equipment to be stored at the centers.
- All reservoirs should be used for water sports activities.
- LCSD should allow individual sports clubs (not just community sports) to be based at their centers.
- The provision of high quality facilities is essential if sport is to develop. Careful planning of facility development, design and management is essential.
- There must be closer links between Higher Education institutions and sport in order to develop extensive programmes of research, monitoring and evaluation to ensure that individual sports and the P.E Teachers keep abreast of changes within their own field.

Submitted by:

\_\_\_\_\_ (Date: \_\_\_\_\_)  
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