

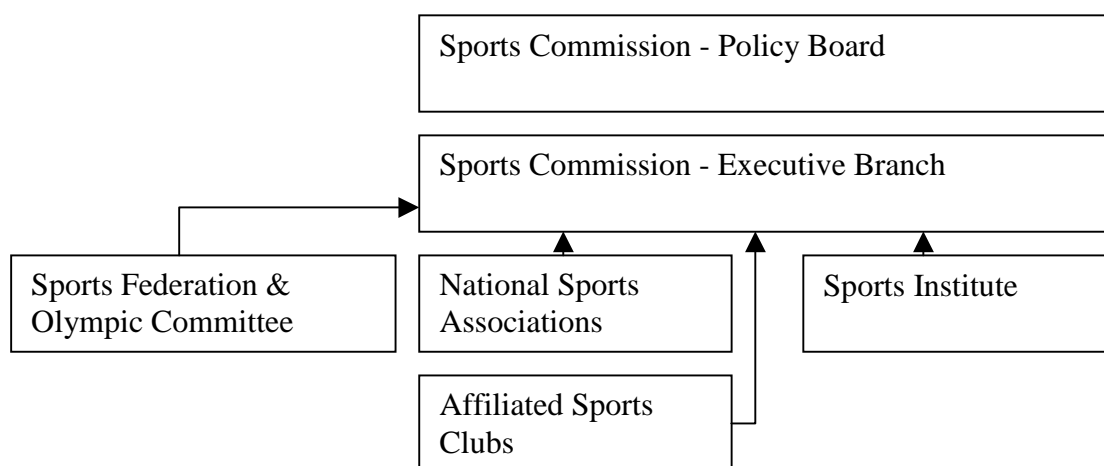
Submission from the Hong Kong Triathlon Association  
To the Home Affairs Panel of the Legislative Council  
On the Sports Policy Review

A Framework for Sports Administration  
- Discussion Paper

**1. Introduction**

- 1.1. The purpose of this document is to suggest a framework for the future administration of sport in Hong Kong. It has been prepared in response to the recently released Report of the Sports Policy Review Team, "Towards a More Sporting Future". The proposals made herein are far more radical than those in the report, but I feel that **radical changes in the administrative structure are necessary if Hong Kong is to make radical changes in achieving more involvement in sport, better sporting facilities and greater sporting glory.**
- 1.2. The following objectives have been taken into account when designing the framework:
- Rationalise the number bodies involved in the administration of sport
  - Avoid duplication of responsibilities between these bodies
  - Provide a single body responsible for the allocation of public funds for sport
  - Provide a simple and direct channel for funding applications
  - Provide a single body responsible for the formulation and implementation of general strategies and policies for the development of sport

**2. Framework Overview**



- 2.1. The diagram above illustrates a framework for future sports administration. The relative position of the various bodies indicates their degree of authority. The arrows represent the channel for funding applications.

### **3. Roles**

- 3.1. The role of the **Sports Commission - Policy Board** would be to:
  - Formulate integrated strategies for the provision of sporting facilities and the development of sport at grass roots and Elite levels
  - Formulate policies for the allocation of public funds in accordance with strategic objectives
  
- 3.2. The role of the **Sports Commission - Executive Branch** would be to:
  - Draft strategy and policy proposals on the direction of the Policy Board
  - Allocate public funds in accordance with policies adopted by the Policy Board
  - Manage the service level agreements with contractors (in consultation with the NSAs) for the design, construction and subsequent management of sports facilities
  
- 3.3. The role of the **National Sports Associations (NSAs)** would be to:
  - Develop a club structure for their sport
  - Organise international events and National Championships
  - Select Hong Kong representatives at international and inter-port competitions
  - Coordinate funding for Elite athletes and their coaches
  - Employ coaches for Elite athletes
  
- 3.4. The role of the **Sports Clubs** would be to:
  - Organise grass roots development programmes
  - Organise local events
  
- 3.5. The role of the **Sports Institute (SI)** would be to:
  - Provide facilities and amenities for the development of Elite athletes and their coaches
  - Provide Sports Science and medical services to Elite athletes and their coaches
  - Provide study and career planning services to Elite athletes
  
- 3.6. The role of the **Olympic Committee (OC)** would be to:
  - Coordinate with member NSAs to organise teams for the Summer Olympic Games, Winter Olympic Games and the Asian Games
  - Provide member NSAs with assistance in determining eligibility criteria for their Elite athletes
  - Exploit the Olympic logo for marketing purposes on behalf of member NSAs
  - Assist non-member NSAs in their efforts to get their sport recognised by the International Olympic Committee and the Olympic Council of Asia
  
- 3.7. The role of the **Sports Federation (SF)** would be to:
  - Coordinate with NSAs to organise teams for multi-sport Games other than the Olympic Summer Games, Olympic Winter Games and the Asian Games
  - Provide NSAs with assistance in determining the eligibility criteria for Elite athletes attending multi-sport Games other than the Summer Olympic Games, Winter Olympic Games and the Asian Games
  - Assist non-member NSAs in their efforts to get their sport accept into multi-sport Games other than the Summer Olympic Games, Winter Olympic Games and the Asian Games
  - Provide a forum for discussion of issues between NSAs

- 3.8. The role of the **Leisure & Cultural Services Department (LCSD)** in sports development would completely diminish over time. However, this would not affect their activities related to general recreation and promotion of health and fitness.

#### **4. Composition & Membership**

- 4.1. Composition of the **Sports Commission - Policy Board (SCPB)** would be:
- A member of the Home Affairs Panel (HAP) of Legislative Council (LegCo), who has no direct involvement in sports administration, as Chairperson
  - The President of the SF
  - The President of the OC, if different from the President of the SF
  - The LegCo member with responsibility for functional constituency including sports, if different from the above
  - The head of the SI
  - The Chairperson of the Education Commission
  - The head of the Sports Commission - Executive Branch
- 4.2. The **Sports Commission - Executive Branch** would be made up of civil servants, with the principal officers being appointed by the SCPB
- 4.3. **National Sports Associations (NSAs)** would:
- Be autonomous societies or companies affiliated to an International Federation, as the sole governing body for their sport in Hong Kong
- 4.4. **Affiliated Sports Clubs (ASCs)** would:
- Be autonomous societies or companies affiliated to one or more NSAs
  - Have a membership composed of individual persons
- 4.5. The **Sports Institute (SI)** would:
- Remain as a quasi-government organisation, with its own employment practices
  - Have its principal Officers appointed by the SCPB
- 4.6. Membership of the **Olympic Committee (OC)** would be:
- Restricted to NSAs for sports represented at the Summer Olympic Games, Winter Olympic Games or Asian Games, on whom it would be automatically conferred
- 4.7. Membership of the **Sports Federation (SF)** would be:
- Restricted to NSAs, on whom it would be automatically conferred

#### **5. Explanatory Remarks**

- 5.1. It has been suggested that the President of the Sports Federation and Olympic Committee (SF&OC) should be the *de facto* Chairperson of the Sports Commission. It would be preferable to have a neutral person in the Chair so as to avoid accusations of vested interest. Such a Chairperson would act as a facilitator rather than in a presidential manner, and would not have a casting vote.

- 5.2. All strategy and policy would be drafted by the SCEB, for consideration and eventual approval by the SCPB. However, it would be adopted without first consulting the HAP of LegCo, the NSAs, their Head Coaches and the Education Commission.
- 5.3. The SCPB would be kept deliberately small to avoid the problems of unwieldiness associated with large committees.
- 5.4. Responsibility for physical education and sports in schools and tertiary institutes rightly rest with the Education Commission. Membership of SCPB would be conferred upon the Chairperson of the Education Commission. Likewise, it is suggested that Chairperson of the SCPB should be invited to join the Education Commission. In this way, it should be possible to align the policies and strategies of both Commission with respect to the development of sports in schools and tertiary institutes.
- 5.5. It should be possible to redeploy the best staff from the SDB and LCSD to fill available positions at the SCEB.
- 5.6. The SCPB would be sufficiently empowered to implement its strategic plans, since it will have control over the allocation of all public funds for sport. **It would be insufficient for the SCPB to be simply an advisory body.** Indeed, if this were to be the case then it would amount to nothing more than a replacement to part of the SDB.
- 5.7. When negotiating the service level agreements for the design and construction of sports facilities or for facilities management, relevant NSAs would be consulted. The negotiations should focus on service quality rather than cost.
- 5.8. The relative maturity of NSAs varies widely. Some operate like clubs, whilst others are fully fledged governing bodies: most lie somewhere in between. The majority of NSAs will therefore need to reform themselves to some extent in order to achieve maturity as governing bodies. The SF should have a role to play in facilitating this transformation process.
- 5.9. In countries where a mature sports culture exists, Affiliated Sports Clubs are the lifeblood of sports development. Over time the LCSD should cease to organise sports programmes and events. This would be the role of the Affiliated Sports Clubs. If it continues to fill this role then efforts to establish a club structure will be undermined.
- 5.10. Community Sports Clubs (CSCs), other sports clubs affiliated to NSAs and District Sports Associations (DSAs) have significant differences in terms of the way they operate, even though they are providing the community with essentially the same set of services as sports clubs. CSCs are run by volunteers and must be affiliated to NSAs, but they can get funding directly from the Sports Development Board. Other Affiliated Sports Clubs get no public funding and must get endorsement from NSAs each time they wish to book LCSD facilities. DSAs do not need to be affiliated to NSAs and get funding (including that for a Secretariat) direct from the LCSD. There is need for rationalisation in this area. A sports club should be affiliated to one or more NSAs in order for it to be eligible for public funding. Any Affiliated Sports Club would be able to apply directly to the SCEB for funding, including that for a Secretariat, subject to them meeting the necessary requirements, to be determined by the SCPB.

- 5.11. It has been suggested that the SF&OC should take over control of the SI. It would be preferable to avoid introducing additional and unnecessary layers of administration.
- 5.12. Coaches of Elite athletes for Focus Sports are currently employed by the SI. This has sometimes created conflict with the NSAs. It is also inconsistent with the fact that coaches for Elite athletes in other sports are employed by the NSAs. To achieve consistency and avoid conflict it would be preferable for the coaches of Elite athletes to always be employed by the NSAs.
- 5.13. SI facilities are only available to Elite athletes from Focus Sports. Use of the facilities should be extended to all Elite athletes and their coaches.
- 5.14. The SI is required to derive a certain percentage of its own income. However, this dilutes the effectiveness of the SI as a training centre for Elite athletes. The SI needs to concentrate its efforts on Elite training. As such, it should cease to be necessary for it derive its own income through commercial activities such as having a membership base, or hiring out its facilities to local sports clubs or for corporate fun days.
- 5.15. The SI should not be thought of purely as a venue-based facility in Fo Tan. Whilst, this would remain the SI's hub, its activities need to extend to regional training centres elsewhere in Hong Kong and the training of Elite athletes overseas.
- 5.16. The SF&OC needs to consider if and how it can effectively carry out its dual role as a single organisation or whether it should be split in two. The existing situation, whereby non-Olympic sports are denied voting rights, some Olympic sports do not have full membership and some clubs do have full membership is inappropriate for a contemporary National Olympic Committee.
- 5.17. It should not be within the remit of the SF&OC to get involved in the selection of athletes to represent Hong Kong at multi-sport Games. This is rightly a matter for the respective NSAs. The SF&OC's role should be that of coordination and helping to promptly resolve any issues of eligibility. Funding applications for athletes and coaches attending multi-sport Games would be made by the NSAs, but may be consolidated by the SF&OC for administrative efficiency. Public funding of the SF&OC would be restricted to that for a Secretariat and for the attendance of key SF&OC officials at multi-sport Games or related overseas meetings.
- 5.18. Some of the structural changes proposed above can be implemented quickly. Other will take more time. I suggest that the new framework should be fully implemented within five years and that the effectiveness of this framework should be reviewed after a further five years.

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