



Introduction 前言

Scott Wilson Ltd was appointed by the Home Affairs Bureau to prepare a strategy for the future development of local football at all levels from beginners to the “national” team.

偉信顧問集團有限公司受民政事務局委託，就本地足球的長遠發展提出的策略建議。

The work involved: 工作包括:

- ❑ Case studies in three places 研究三個地方的個案
- ❑ Stakeholder consultation 諮詢持份者的意見
- ❑ Facility / site visits and appraisal 設施/場地考察及檢討
- ❑ Key area investigation 重點研究
- ❑ Preparation of strategies and action plans 擬備策略及行動計劃

The study includes an analysis of the key aspects of the game including: 研究包括分析以下的重點:

- ❑ Governance and structure 管治及架構
- ❑ Organisation 組織
- ❑ Professional level 職業足球
- ❑ Amateur level 業餘足球
- ❑ Football development and pathways 足球發展及階梯
- ❑ Facilities 設施

The study outcome provides a ‘blue print’ for improving performance of football in Hong Kong

研究結果將為提升香港足球的成績提供“藍圖”



What do we need for Football to succeed? (1) 如何達致成功? (1)

- ❑ A financially secure and well managed governing body
成立財政穩健及管理妥善的管治機構
- ❑ Successful Hong Kong “national” teams with improved FIFA ranking and international performance
提升香港代表隊在國際足協的排名和改善在國際球壇的表現
- ❑ A professional league with ‘home’ venues for clubs to generate a loyal supporter base
成立獨立職業聯賽，利用「主場」培養球迷支持
- ❑ A network of good quality facilities (grass and synthetic)
擁有優良設施網絡(草地及人造草地球場)
- ❑ Coordinated support from the government to help to bring about the necessary change
政府在各方面給予適當的支持

Vision • Action • Passion • Integrity

What do we need for Football to succeed? (2) 如何達致成功? (2)

- ❑ **A focus on youth development with sufficient resources to deliver better programmes and opportunities**
重視青少年發展，提供充足資源，設立最佳的培訓計劃，讓球員有更多機會發展
- ❑ **Football development programmes coordinated across all sectors including schools and clubs**
統籌各界的足球發展計劃，包括與學校及足球會聯繫
- ❑ **Higher standards of coaching, coach education and officiating**
改善教練、教練培訓、裁判員的水平
- ❑ **Amateur leagues and clubs with better standards of play feeding into the professional level**
提升業餘聯賽和球會的水平，使其銜接職業聯賽
- ❑ **A cultural shift where the status of the game encourages people to pursue a career in football**
改變觀念，提升足球的專業地位，鼓勵更多人成為職業足球員

Vision • Action • Passion • Integrity

Target/Measure 指標/措施	Existing Level 現時情況	Future Target 未來目標	Date 日期
National Team FIFA world ranking (men) 香港代表隊(男子)的國際足協排名	143 (Dec 09)第143名(2009年12月)	120	2012
		100	2015
		Maintain Top 80	2020
National Team FIFA world ranking (ladies) 香港代表隊(女子)的國際足協排名	60 (Dec 09)第60名(2009年12月)	50	2012
		40	2015
		Maintain Top 35 保持於前 35 名內	2020
Annual Number of International Matches (Senior) 每年國際賽事(高級組別)數目	5 (Average of last 5 years) 5 (以過去5年平均計算)	8 Friendlies (minimum) 6 Competitive (depending on competitions) 8場友誼賽 (最少) 6場正式比賽 (按比賽情況)	2010
Number of Registered Players 註冊球員數目	N/A不適用	280,000	2014
Average spectator numbers Division 1 甲組賽事平均入場人數	Circa 1,000約 1,000	5,000	2015
% of Population Playing 參加足球活動者佔人口百分比	2.16%	4%	2014
Number of Affiliated Clubs 屬會數目	82	120	2014
Registered Officials 註冊裁判員人數	1016	1,500	2015
Football Development Programmes 足球發展計劃	2,129	2,500+	2012
		3,000+	2015
		3,500+	2020
Number of Synthetic Pitches 人造草地球場數目	11	34	2015
Delivery of National Training Centre 足球訓練中心開始運作		Operational by 啓用	2012

What needs to Change? 需要改變甚麼?

Key Recommendations (1) – HKFA 主要建議 (1) – 足總

- ❑ The HKFA should agree to a transformation process
香港足總必須同意轉變
- ❑ The HKFA should decide on the governance structure and organisation that will best serve the sport and improve the level of professional expertise
香港足總應就其管治架構及組織作出決定，為足球運動提供最佳利益及改善秘書處的專業知識
- ❑ The HKFA should prepare a Development Strategy with clear targets and draw up a business plan to support this strategy
香港足總須擬備發展策略，當中包含清楚的目標及業務計劃
- ❑ The HKFA should be established on a firm financial footing to allow it to develop a strategy for raising financial support
香港足總須具備穩固的財政基礎，以便訂立策略籌措資金

Vision • Action • Passion • Integrity

What needs to Change? 需要改變甚麼?

Key Recommendations (2) – The Professional Level

主要建議 (2) – 職業足球

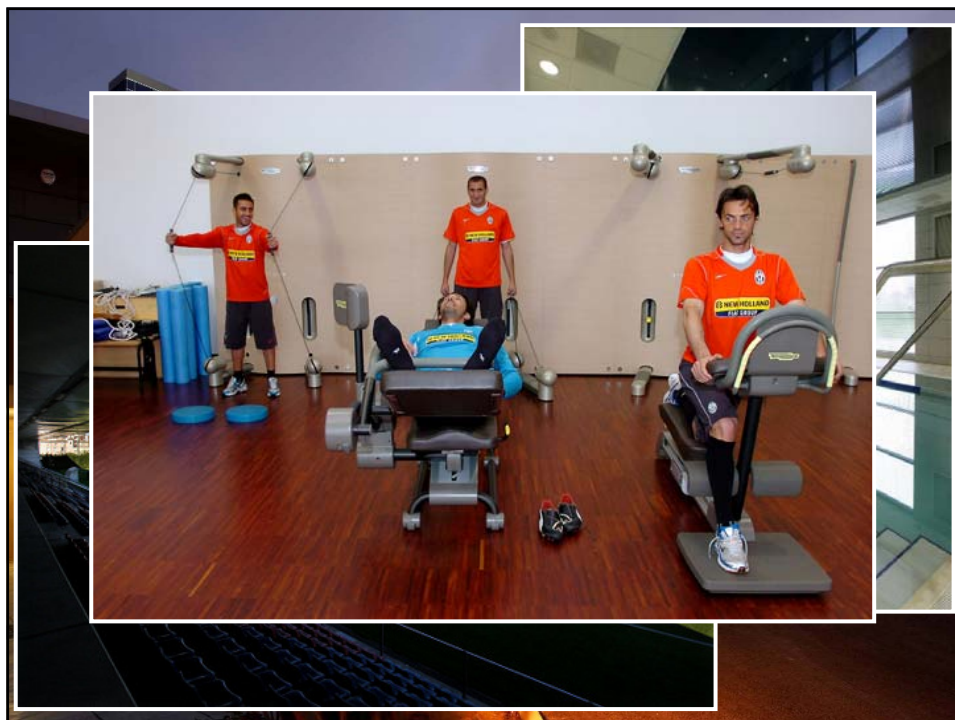
- ❑ The principle of establishing a professional football league in Hong Kong within three to five years should be agreed
在三至五年內，成立本港職業足球聯賽
- ❑ The criteria for clubs to enter the league be linked to the criteria laid down by the AFC
球會參賽資格準則符合亞足聯的規定
- ❑ The HKFA and the new league should encourage clubs to move towards fully meeting the AFC criteria
「新」的香港足總和新聯賽鼓勵球會以全面符合亞足聯的準則發展
- ❑ The potential for a Hong Kong team to play in the China Super League should be recognised and further considered when developing the new league and planning the new multi-purpose stadium complex at Kai Tak
確認香港本土球隊日後有潛力備戰參加中國超級聯賽，並在成立新的職業聯賽以及規劃啓德的新建多用途運動館時，進一步考慮此事

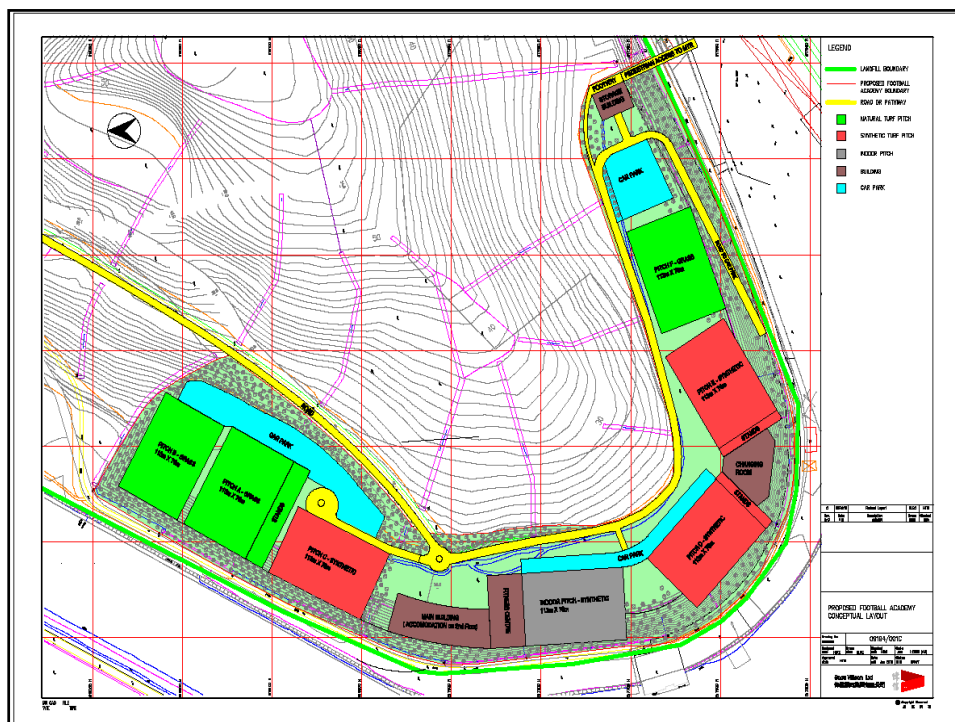
Vision • Action • Passion • Integrity

What needs to Change? 需要改變甚麼?
Key Recommendations (3) - The Facilities
主要建議 (3) – 設施

- ❑ The Government should allocate a “home” ground to each First Division team
政府為每一支甲組球會分配主場
- ❑ The Government should develop a playing pitch strategy that includes an ‘Artificial Pitch Development Plan’
政府制訂足球場地策略，包括推行「人造草地球場發展計劃」
- ❑ The Government should invite the Hong Kong Jockey Club to develop and manage a Football Training Centre
政府邀請香港賽馬會發展及管理新足球訓練中心
- ❑ The management of the FTC should involve partnership with the HKFA in order to develop elite players at junior and senior levels
新足球訓練中心應與香港足總合作，以培訓精英球員

Vision • Action • Passion • Integrity





What needs to Change? 需要改變甚麼?

Key Recommendations (4) – Development

主要建議 (4) – 發展

- ❑ The Government should make more funding available for District and Representative Teams and at elite level for coaches and training facilities
增加對地區球隊及代表隊，以及精英球隊教練和訓練設施的資助
- ❑ The HKFA should recruit Regional District Football Development Officers
香港足總須聘請區域足球發展主任
- ❑ The HKFA should establish Regional Training Centres to identify and train young players with the potential to transfer to the Football Training Centre programmes
香港足總須成立地區訓練中心以選拔及培訓有潛質進入足球訓練中心的年輕球員
- ❑ LCSD should ensure that facilities are available for representative team training
康文署應確保為代表隊提供訓練設施
- ❑ Hong Kong Youth Representative Teams should play international friendly matches or competitions on a regular basis
安排香港青少年代表隊定期參與國際友誼賽或比賽
- ❑ Clubs in the new league should operate academies for 9 to 16 year-olds and play competitive matches in an Academy League
由職業足球聯賽球會為9歲至16歲的青少年開辦足球學院，舉辦不同年齡組別的聯賽

Vision • Action • Passion • Integrity



What needs to Change? 需要改變甚麼?
Key Recommendations (5) – ‘National’ Teams
主要建議 (5) – 香港代表隊

- ❑ The HKFA should organise more international matches, including a minimum of 8 friendly and 5 competitive matches (depending on the timing of competitions) annually for the men's Senior Team.
香港足總應為香港代表隊籌辦更多國際賽事，包括每年為男子高級隊最少舉辦8場友誼賽及5場比賽(視乎主要賽事的時間而定)。
- ❑ The HKFA should appoint a full-time “National” Team Manager and Coaches on terms that would allow the HKFA to attract professionals with international exposure and experience.
香港足總須聘請一名全職香港代表隊經理及其他合約教練，聘約條件須足以吸引最優秀的人才。
- ❑ The “National” Team Manager and Coaches should work closely with the Football Training Centre to ensure consistent and long-term development of Hong Kong players to a high level.
香港代表隊經理及其他合約教練應與新足球訓練中心保持緊密合作，以確保可培訓出高水平球員。

Vision • Action • Passion • Integrity



What needs to Change? 需要改變甚麼?
Key Recommendations (6) – Links to Education
主要建議 (6) – 與教育聯繫

- ❑ The principle of establishing school to club links should be accepted and promoted by the HKFA and the Government
接納及推廣學校與球會建立聯繫的原則
- ❑ School sports facilities should be systematically improved through a strategic investment plan
推行策略投資計劃，改善學校的體育設施
- ❑ The HKFA should employ District Football Development Officers to work closely with schools to identify and train talented young players.
香港足總須聘請地區足球發展主任與學校緊密合作，發掘和訓練有天份的年輕球員

Vision • Action • Passion • Integrity



How will it Happen ?
可見的成果

Some 'Early Goals' (1) 短期目標 (1)

HKFA Governance and Structure 香港足總的管治和架構

- ❑ **The HKFA to: 香港足總應**
 - Agree a new governance structure
接納新管治架構
 - Decide on clear roles and responsibilities
制定更清楚的角色及職責
 - Appoint a 'change' agent
委任負責重整的代表機構
 - Recruit a new Chief Executive, a Commercial Manager and a Development Manager
招募新的行政總裁、商務經理、發展經理
 - Prepare a Development Strategy and Business Plan
製備發展計劃及業務計劃
 - Secure appropriate funding (public and commercial)
取得適當資助(包括政府及商業資助)
 - Recruit and train Regional Development Officers
招募及訓練區域足球發展主任

Vision • Action • Passion • Integrity




How will it Happen ?
可見的成果

Some 'Early Goals' (2) 短期目標 (2)

Professional Football 職業足球

- ❑ Start the process of establishing a new professional league (to AFC criteria)
按亞足聯的標準，著手成立新的職業聯賽
- ❑ Work with clubs and provide them with the a clear explanation of the AFC criteria and the 'tools' to meet these criteria
與各球會合作，提供支援，使球會符合亞足聯的準則
- ❑ Link clubs to Districts to form 'Home' grounds and draw up plans and finance to enhance facilities as necessary
協助球會在地區建立「主場」，並制訂計劃和財務安排以改善設施

Vision • Action • Passion • Integrity



How will it Happen ?
可見的成果
Some 'Early Goals' (3) 短期目標 (3)

Facilities 設施

- ❑ Draw up and begin to implement a five year strategy for improving facilities, including the building of new football grounds and the conversion of a specific number of grass pitches to synthetic surfaces
 制定及推行五年發展計劃以改善設施，包括把興建新球場及把多個天然草地球場改建為人造草地球場
- ❑ Prepare a playing pitch strategy to maximise use of pitches for professional football and the "national" teams, whilst leaving adequate space for the development of amateur leagues and public casual play
 制定足球場地策略，以增加職業球隊及代表隊的可使用節數，同時提供足夠空間發展業餘球隊及讓市民參與
- ❑ Invest in improvements to existing sports grounds
 投入資源改善現有設施

Vision • Action • Passion • Integrity



How will it Happen ?
可見的成果
Some 'Early Goals' (4) 短期目標 (4)

Development (Football Training Centre) 發展 (足球訓練中心)

- ❑ Prepare a specification and business plan for the Football Training Centre
 擬備足球訓練中心的規格及業務方案
- ❑ Securing funding for the FTC
 確保足球訓練中心的資金來源
- ❑ Develop a pool of talented young players through the Regional Training Centres to form the base of the first Academy intake
 透過地區訓練中心培訓具天份的年輕球員以提供球員作為新足球訓練中心的第一批學員
- ❑ Appoint the FTC Director and the "national" team manager
 委任足球訓練中心總監及代表隊經理人

Vision • Action • Passion • Integrity

How will it Happen ?

可見的成果

Some 'Early Goals' (5) 短期目標 (5)

Development (Programmes and Pathways) 發展 (計劃及階梯)

- ❑ Build on established pathways and talent identification
以現時的階梯及人才識別機制為基礎
- ❑ Appoint Regional & District Football Development Officers
委任區域及地區足球發展主任
- ❑ Provide additional funding for regional development programmes
撥款計劃預留額外經費
- ❑ Establish systems for programme monitoring and evaluation
建立系統以監察計劃的進展
- ❑ Develop scholarships and links with the Football Training Centre
與球會及足球訓練中心建立聯繫和設立獎助學金

Vision • Action • Passion • Integrity



'It was as if Hong Kong had won the World Cup. The fans were united as one, from the high and mighty to the humble'

「就像香港奪得世界盃一樣，球迷不分階層，齊聲喝采。」