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HOME AFFAIRS BUREAU

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本函檔號 Our Ref. : HAB CR/1-160/7/30C
來函檔號 Your Ref. :

電話號碼 Tel. No. : 3509 8124
傳真號碼 Fax No. : 2519 7404

1 June 2020

Mr Anthony CHU
Public Accounts Committee Secretariat
Legislative Council Complex
1 Legislative Council Road
Central, Hong Kong

Dear Mr CHU,

The Director of Audit's Report No. 74

Management of funding for sports development through the Arts and Sport Development Fund (Sports Portion)

Your letter dated 18 May 2020 was well received. Regarding your request for relevant information on Part 4 of Chapter 1 of the Director of Audit's Report No. 74, our response is as follows.

- (a) The policy objectives of the Government are to promote sports in the community, support elite sports development and promote Hong Kong as a centre for major international sports events. Football is one of the most popular sports in Hong Kong, hence we have been providing funding to take forward various initiatives to develop football and build more venues, encourage public participation in football, as well as support the Hong Kong Teams and players to improve their performance.

The Hong Kong Football Association (HKFA) is a member of the Federation Internationale de Football Association (FIFA), the Asian Football Confederation (AFC) and the Sports Federation and Olympic Committee of Hong Kong, China (SF&OC). It is responsible for promoting football development in Hong Kong and the selection of athletes to participate in international events. The HKFA therefore plays an

important role in various Government-funded football development programmes. The major development programmes are as follows:

Sports Subvention Scheme

The Leisure and Cultural Services Department (LCSD) provides subvention to eligible “national sports associations” (NSAs) under the Sports Subvention Scheme (SSS) to promote and develop the respective sports. The HKFA is one of the eligible NSAs and it receives recurrent subvention under the SSS to develop and promote football, including the organisation of league matches, training of the Hong Kong Teams and Hong Kong Youth Teams and school promotion programmes. In 2020-21, the LCSD has earmarked a subvention of around \$20.26 million for the HKFA under the SSS.

Promotion of School Sports

We are committed to promoting school sports to encourage the development of an active and healthy lifestyle at an early age. Since 2001, the LCSD has been implementing the School Sports Programme (SSP) for students of primary, secondary and special schools in Hong Kong to participate in diversified sports activities. The aims of the SSP are to foster students’ interests in sports, encourage students to participate in sports continuously, raise the sport performance level among students and to identify potential student athletes to receive training of a higher level. Currently, 90% of schools in the territory are participating in the SSP and football is one of the 47 sports covered by the SSP.

District Football Funding Scheme

Since the 2011/12 football season, the Homes Affairs Bureau (HAB) has been providing funding support to 18 district-based teams for their participating in the various divisions of the HKFA’s football league with the aim of improving their performance and governance. The LCSD is also providing each district-based team with facilities free of charge for training use. These teams have taken root in local districts and made positive contribution to football development in Hong Kong. In 2019/20 football season, the HAB would provide a total of over \$11 million in funding support to the district-based teams.

Project Phoenix and Five-year Strategic Plan

The report on Project Phoenix spelled out the HKFA's work to be implemented in numerous areas. These included improving its organisational structure and management, as well as devising plans on football development such as youth development programmes. In the three years from 2011-12 to 2013-14, we earmarked a maximum of \$20 million annually for allocation to the HKFA for the implementation of the recommendations in Project Phoenix. From November 2011 to March 2015, the total amount of funding provided to the HKFA for this purpose was \$55.45 million. To build on the foundation laid by Project Phoenix, the HKFA implemented a Five-year Strategic Plan from 2015-16 to 2019-20. The HAB earmarked a maximum of \$25 million annually for allocation to the HKFA for the implementation of this plan. It was a logical and progressive way forward for further development of football. The Football Task Force considered that the Five-year Strategic Plan was a comprehensive plan covering all age groups with a view to nurturing local footballers with talents to improve the quality of football locally and raising our performance level.

Football Venues

Apart from the provision of funding support, the Government provides public football pitches to support the development of football. Currently, the LCSD provides 61 11-a-side turf pitches¹, 21 7-a-side turf pitches and 234 hard-surface pitches of 5-a-side or 7-a-side for members of the public to play football. The HKFA is given priority in reserving venues for football training and matches with the subvention provided. In the 2019/20 football season, the LCSD allocated 18 football pitches to the HKFA for Hong Kong Premier League (HKPL) matches and related club training. We will continue to increase the supply of football pitches and enhance existing venues.

With the HAB's policy support, the HKFA secured a lease for a 12-hectare site at the Tseung Kwan O Landfill from the Environmental Protection Department for the construction of the FTC. The construction cost was sponsored by the Hong Kong Jockey Club Charities Trust. The FTC is comprised of three standard-sized natural turf pitches, three standard-sized

¹ Turf pitches cover natural turf and artificial turf pitches.

artificial turf pitches, a hard-surfaced futsal pitch and related auxiliary facilities. The FTC is used as the training base of the Hong Kong Teams. It enables the HKFA to implement various development plans and community football activities. The FTC is also made available for use by organisations and members of the public. The FTC has been opened for use by the Hong Kong Teams and clubs since August 2018 and the public since March 2019.

In addition, some sports organisations are operating football pitches on rented government sites on a private recreational lease or short-term tenancy. Examples include the Jockey Club Kitchee Centre (the Kitchee Centre), the South China Athletic Association, the Hong Kong Football Club and the Hong Kong Rugby Union. The football pitches of the Kitchee Centre serve as a football training venue for various age groups and is open for public rental².

- (b) From 2011-12 to 2013-14, the HAB earmarked a maximum of \$20 million & annually for allocation to the HKFA for the implementation of the recommendations in Project Phoenix. The funding agreement and performance targets and indicators are at **Annexes 1 and 2** respectively.
- (c) Following Project Phoenix, the HAB decided to allocate a maximum of \$25 million annually to the HKFA for the implementation of the Five-year Strategic Plan. The funding agreement and performance targets and indicators are at **Annexes 3 and 4** respectively.

The HKFA's Five-year Strategic Plan from 2015-16 to 2019-20 was concluded in March this year. Due to the epidemic, the HKFA is still working to finalise its next five-year strategic plan, which would soon be presented to its Board of Directors for consideration. Upon receipt of the official documents on the new five-year strategic plan, the HAB will handle the funding application and consult the Football Task Force expeditiously.

- (d) According to the Five-year Strategic Plan funding agreement between the HAB and the HKFA and the SSS funding agreement between the LCSD and the HKFA, the HKFA's annual report is not an item that has to be submitted to the HAB or the LCSD. Neither the HAB nor the LCSD were provided with the annual reports of the HKFA in the past five years. It is

² According to the tenancy signed, the relevant operators are required to make available a portion of the operation time of the facility for public booking. For example, the Kitchee Centre has set aside 30% of operation time for public booking.

noted that the HKFA annual reports are mainly distributed to its members and are also made available to the public on its website.

- (e) In our HAB003 reply to the written questions from Members of the Finance Committee of the Legislative Council on the HAB's 2020-21 estimates, we stated that the amount of funding earmarked by the Government for the HKFA in 2017-18 was around \$45.41 million. The amount disbursed to the HKFA in the same year was around \$38.67 million, which was based on the actual expenditure of HKFA in that year. As for table 31 in the Report of the Director of Audit, the amount of Government funding was calculated based on the period of the football season instead of the fiscal year of the Government, and the figure is the amount of Government funding disbursed to the HKFA based on its actual expenditure. Hence, the figure concerned in table 31 cannot be directly compared with the amount of funding earmarked as provided in our HAB003 reply. A comparison of the funding amounts is shown in the table below –

Government Funding	Amount earmarked for HKFA in 2017-18 (\$'000)	Amount disbursed to HKFA in 2017-18 (\$'000)	Amount disbursed to HKFA in 2017/18 football season ³ (\$'000)
Arts and Sport Development Fund (including funding for Five-year Strategic Plan)	25,742	22,489 ⁴	19,969
Sports Subvention Scheme of the LCSD ⁵	19,665	16,178	14,151
Total:	45,407	38,667	34,120

- (f) The funding agreements signed between the HAB and the HKFA for Project Phoenix and the Five-year Strategic Plan contain performance targets and indicators, which facilitate the monitoring of the HKFA's implementation of the two plans. These performance targets and indicators cover the HKFA's measures to take forward the development of

³ We do not keep the amount earmarked or disbursed compiled based on football season. The related figures are provided by the HKFA.

⁴ Due to the postponement of the completion of the FTC, we did not provide the relevant funding that was originally earmarked. Besides, the preparation fund for the 2018 Youth Olympic Games required was less than the amount earmarked according to its funding application.

⁵ Inclusive of notional venue charges provided by the LCSD.

local football, as well as the HKFA's organisational structure and governance.

Organisational structure of the HKFA

Prior to implementing Project Phoenix, the HKFA's organisational structure, which included the composition of its Board of Directors and the division of labour among the departments of its management, had been in place for years. It was lagging behind professional football development and governance standards in recent years. For example, there was no independent director on the Board and there was a need to strengthen the manpower for technical development, financial control, human resources management as well as marketing and communication strategies. Drawing reference to football development in different regions, Project Phoenix identified weaknesses in the HKFA's organisation and recommended measures to improve its organisational structure, so as to allow the HKFA to better coordinate the development of football and improve professional standards.

The reform of the HKFA's organisational structure was a core part of Project Phoenix. Under the plan, the HKFA established a new organisational structure and set up a Technical Development Department to promote the development of grassroots football, women's football and futsal. It also created 27 positions, including the Chief Executive Officer, Head Coach of the Hong Kong Team, Technical Director, Head of Corporate Governance, Financial Controller, Grassroots Football Manager, Women's Football Manager and Futsal Manager, the majority of which were technical posts, for better coordination in the development of football and improving professional standards. From November 2011 to March 2015, the total amount of funding provided to the HKFA for implementing Project Phoenix amounted to \$55.45 million, of which around \$48 million was used to create the 27 positions. For the funding provided by the HAB, the HKFA had set targets related to its organisational structure (see Annex 2) and achieved good progress.

Following the Project Phoenix, the HKFA presented the Five-year Strategic Plan which covered all age groups with a view to nurturing local footballers with talents to improve the quality of football locally and raising our performance level. From 2015-16 to 2019-20, the HAB earmarked a

maximum of \$25 million annually to the HKFA for the implementation of the Five-year Strategic Plan, of which around \$92 million (as at March 2020) was provided to create 27 positions, including a majority of the subvented posts created under Project Phoenix, 2 new posts to strengthen its work on marketing and communications and 1 new post each to improve futsal development and referees development respectively. These subvented posts provided the HKFA with the required administrative and technical capability to implement its Five-year Strategic Plan. With reference to the football development strategies under the Five-year Strategic Plan, the HKFA set 33 performance targets and indicators (see Annex 4), mostly covering the various areas of local football development including grassroots and youth football, girls and women's football, futsal, coach and referees development and marketing. The HKFA was required submit to the HAB half-yearly reports on the progress against these performance targets and indicators. The agreement also stipulated that the Government would conduct a mid-term review to assess the effectiveness of the plan in achieving its objectives. The review should include an assessment of whether the level of funding earmarked for the implementation of the plan is justified in the light of progress achieved.

We completed the mid-term review on the HKFA's Five-year Strategic Plan in 2018. The review findings indicated that the performance of the HKFA in various areas has improved, including governance and organisational development, grassroots and youth football, girls and women's football, football curriculum, coach development and referee development. Credits should be given to the HKFA's promotion of football in the community as the number of participants of grassroots football, women's football and futsal programmes exceeded their performance targets. However, the performance of the HKFA in some areas still required improvement, including the performance of the Hong Kong Team, the organisation of the HKPL, communication and relationship with stakeholders and reliance on public funding.

Governance of the HKFA

The Government has the responsibility to monitor the use of public funding by the HKFA to ensure its proper and effective application. However, the HKFA is a member of FIFA, the AFC and the SF&OC, as well as an independent legal entity with full autonomy to run its affairs. The

Government would not and should not intervene in its management nor interfere with its daily operations. The HKFA Management is responsible for conducting the daily operations, and it is the responsibility of the HKFA Board to oversee the performance of the Management.

Some posts funded by the HAB under Project Phoenix and the Five-year Strategic Plan, such as the Chief Executive Officer and the Head of Corporate Governance, were created with an aim to, among other things, help the HKFA improve its level of governance. The HKFA had set performance targets on improving its governance under Project Phoenix in its funding agreement with the HAB. For example, the HKFA had updated its Articles of Association and adopted a new structure for its Board of Directors. The HKFA had also set 3 performance targets and indicators in improving its governance under the Five-year Strategic Plan in its funding agreement with the HAB. These included electing a minimum of four independent (non-club-linked) directors to the Board of Directors and reviewing the constitution bi-annually, while continuing to work towards achieving its indicator on expanding its membership.

In order to ensure the proper use of funding provided to the HKFA for its implementation of the Five-year Strategic Plan, the HAB and the HKFA entered into a funding agreement. According to the funding agreement, the HKFA must allow the Government and the Director of Audit to have unhindered access and to enquire, examine and audit for the records and accounts in relation to the funding and the management and control procedures. The HKFA must also follow and act upon any corruption prevention advice rendered by the Independent Commission Against Corruption and the Government. Furthermore, when required, the HKFA must agree to disclose all the information relating to the funding. The HKFA must adopt and comply with the Code of Conduct, accounting and payment procedural guidelines and procurement guidelines to avoid conflict of interest and ensure compliance with procedures. The funding agreement also requires the HKFA to submit to the Government an annual account examined by a registered public accountant and an annual budget application with details of each funding item clearly stated.

- (g) Good corporate governance is an important factor of the proper use of public funding. With an aim to further enhance the corporate governance of NSAs (including the HKFA) and the transparency of their operation, the

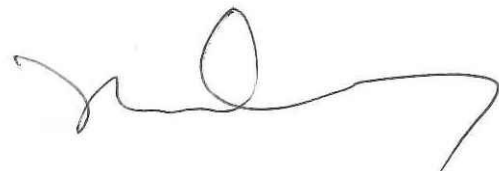
HAB has earmarked a time-limited funding of \$5 million per year for five years from 2020-21 to 2024-25 for conducting a review to examine the operation of all NSAs and their internal monitoring mechanism. Given the leading role of the SF&OC in the sports sector and that all NSAs are its member associations, the HAB has engaged the SF&OC to take charge of the review.

According to the proposal submitted by the SF&OC, it will establish a Steering Committee comprising independent professionals to oversee the review. In addition, a dedicated team of full-time staff will be recruited to carry out the various relevant tasks of the review including –

- (i) to examine the operation of all NSAs including the conduct of an audit on their –
 - Articles of Association;
 - composition of executive boards and election mechanism;
 - selection mechanism of athletes for participation in international competitions and the appeal mechanism;
 - membership application mechanism;
 - financial reporting and auditing compliance;
 - progress of implementing the best practices as set out in the “Best Practice Reference for Governance of NSAs — Towards Excellence in Sports Professional Development” by the Independent Commission Against Corruption; and
 - status of compliance with the Olympic Charter, Code of Ethics of the International Olympic Committee and the Articles and Association of the SF&OC.
- (ii) to prepare a comprehensive report on the review findings and recommendations for improvement;
- (iii) to formulate a code of governance for compliance by all NSAs;
- (iv) to arrange regular thematic seminars for serving and new office bearers and staff of NSAs;
- (v) to implement the recommendations for improvement and monitor the compliance by NSAs; and

- (vi) to compile an annual report on the progress of the review and implementation of the recommendations.
- (h) The organisation chart of its Board of Directors and committees is at **Annex 5**, the membership list of its Board of Directors is at **Annex 6**, the organisation chart of its management is at **Annex 7**, and the membership lists and terms of reference of its committees are at **Annexes 8 and 9** respectively. The documents are provided by the HKFA.

Yours sincerely,

A handwritten signature in black ink, appearing to be 'Paul Cheng', written in a cursive style.

(Paul Cheng)
for Secretary for Home Affairs

***Note by Clerk, PAC:** *Annex 9 not attached.*

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傳真號碼 Fax No. : 2519 7404

17 May 2012

Mr Brian Leung
Chairman
Hong Kong Football Association Limited
55, Fat Kwong Street,
Ho Man Tin, Kowloon
Hong Kong

Dear Chairman,

**Funding for the Hong Kong Football Association from the
Arts and Sport Development Fund**

I write to inform you of the funding arrangements for supporting the implementation of the Hong Kong Football Association (HKFA)'s "Project Phoenix" through grants from the Arts and Sport Development Fund (ASDF).

In line with the recommendations of the Consultancy Study for Football Development in Hong Kong "Dare to Dream", the HKFA engaged a change agent to make recommendations on the reform of the Association and the development of football in Hong Kong. The change agent's recommendations are set out in the document "Develop – Deliver", which outlines the way forward for HKFA reform and the further development of Hong Kong football in the form of "Project Phoenix". To help the HKFA implement the change agent's recommendations, the Sports Commission has agreed to earmark \$20 million annually from the ASDF for allocation to the HKFA over a period of three years from 2011 to 2014. The actual allocation of funds is subject to application from the HKFA, and the HKFA is required to follow the conditions stipulated at the **Annex** to this letter.

Against this background, on the advice of the Football Task Force we agree to an annual commitment of \$14.05 million for three years for the creation of 12 new posts, as well as a one-off sum of \$2.62 million to engage consultants to review and help implement changes to the administration structure of HKFA.

I should be grateful if you would confirm in writing your acceptance of the conditions at the Annex by **31 May 2012** so that we can finalise the actual disbursement arrangements of funds with your Financial Controller. Please contact the undersigned or Miss Venus Tsoi at 3509 8059, if you have any enquiries.

Yours sincerely,



for Secretary for Home Affairs

**Conditions for Funding Support
from the Arts and Sport Development Fund
to the Hong Kong Football Association
for implementation of Project Phoenix**

Financial Support to the Hong Kong Football Association

- (a) Based on the decision of the Sports Commission at its meeting in October 2011, an allocation of \$20 million per year for three years has been earmarked from November 2011 to October 2014 for supporting the Hong Kong Football Association (HKFA) in its implementation of the Project Phoenix;
- (b) Funding will be disbursed to the HKFA in advance on a quarterly basis during the funding period;
- (c) Funding support is committed on an annual basis only – prior to allocating financial support to the HKFA in the second or third year of the funding period, the Home Affairs Bureau (HAB) will review with the HKFA and in consultation with the Football Task Force (FTF) the extent to which the HKFA has put the funding received in the previous year to effective and efficient use in enhancing the governance and operation of the Association and promoting football development in Hong Kong, and will determine the amount of the proposed allocation accordingly (see “Future Applications” below);
- (d) The HKFA should commit to undertaking cost-saving measures and ensure that there will be no duplication of funding for the same item from either public or private sources, including recurrent or one-off financial support from HAB or any other government departments; and
- (e) In the event that at the end of the funding period (i.e. by end October 2014) the HKFA has not exhausted the \$60 million financial support from the Arts and Sport Development Fund (ASDF), it may apply to HAB to extend the duration of the funding period to such time when the \$60 million financial support is exhausted. Full justification must be provided for such application.

Engagement of Staff or Consultancy Services

- (a) If the HKFA plans to create new posts or engage consultancy services to be funded from the ASDF for the implementation of Project Phoenix, it should do so only with the prior approval of HAB. Any proposals in this regard should be submitted to HAB at the first instance so that arrangements can be made for consultation with the FTF in a timely manner;
- (b) It should be noted that any new posts created by the HKFA for the implementation of Project Phoenix will be funded, either entirely or partially, by the ASDF for no more than 36 months. If the HKFA wishes to retain these posts beyond three years it must identify funding from other suitable sources. There shall be no expectation that financial support from the ASDF will continue for the retention of these posts;
- (c) Similarly, consultancy services so engaged shall begin and be completed within the funding period. All payment shall be settled within the funding period as far as practicable and in no event later than three months after the funding period, unless exceptional approval from HAB has been obtained; and
- (d) any new post created by the HKFA with financial support from the ASDF must be filled through an open, fair and merit-based recruitment process. The staff so engaged shall only be responsible for discharging the duties as represented to and approved by HAB, unless HAB's agreement has been sought to change such duties. Consultancy services should also be engaged through open tender procedures.

Monitoring and Control

The following measures shall be adopted and observed for effective monitoring of the use of the financial support from the ASDF -

- (a) The HKFA shall open a separate bank account at one of the banks approved by HAB for handling the funds received from the ASDF, into which HAB will deposit allocations on a quarterly basis. Upon request of HAB, the HKFA shall submit monthly statements which

specify expenditure items for which the funding has been used in the previous month;

- (b) At the end of each quarter, the HKFA shall prepare a financial summary on the use of the ASDF funding during the previous quarter, and a brief evaluation report on whether the objectives for such items have been met. The summary and evaluation report shall be submitted to HAB no later than 14 days after the end of each quarter during the funding period;
- (c) During the funding period, the HKFA shall report as required to the FTF on the use of the financial support from the ASDF;
- (d) At the end of each 12-month period of the funding period, the HKFA shall submit to HAB a statement of accounts and auditor's report showing the use of the funding from the ASDF for the implementation of Project Phoenix. This report should reach HAB no later than three months after the end of the 12-month period in question. The final accounts of any programme organised by the HKFA using funding from the ASDF shall be submitted to HAB no later than three months after the completion of such programme;
- (e) The HKFA must ensure that any funding allocation made to it under the ASDF is for the designated use and not for any other purpose. Any excess funding allocated will be offset in the next quarterly payment. After the final payment at the end of the funding period or any extension of that period as may be agreed by HAB, the HKFA shall refund any unused funding to HAB without delay; and
- (f) In case the HKFA fails to fulfil any of the above conditions to the satisfaction of HAB, and does not show any improvement after reminders, HAB reserves the right to deduct, suspend or terminate the financial support at any time without further notice, and the HKFA will be required to return any unused funding to HAB immediately.

Future Applications

Given that funding support is committed on an annual basis only, the HKFA shall present its manpower plan and proposed budget, with clear objectives and performance targets to HAB to secure funding support for the second and third years of the funding period. To allow sufficient time for processing and consultation with the FTF, these proposals shall reach HAB no fewer than three months before the beginning of the second or third year of the funding period.

Home Affairs Bureau

May 2012



HKFA

AFFILIATED TO FIFA & AFC IN 1954

THE HONG KONG FOOTBALL ASSOCIATION LIMITED

香港足球總會有限公司

Our reference: FIN-12-7

25 May 2012

Miss Petty LAI
Home Affairs Bureau
12/F West Wing
Central Government Offices
2 Tim Mei Avenue
Admiralty
Hong Kong

Dear Miss Lai

Funding for the Hong Kong Football Association from the Arts and Sport Development Fund

Referring to your letter dated 17 May 2012, we would like to confirm that the Association will accept the conditions for funding support from HAB.

The Association would also like to express our most sincere thanks to you and all your colleagues on all the funding arrangements.

Yours sincerely,



Chairman

All correspondence to be addressed to the General Secretary

Address 地址 : 55, Fat Kwong Street, Homantin, Kowloon, Hong Kong 香港九龍何文田佛光街55號

Tel 電話 : (852) 2712 9122 Fax 傳真 : (852) 2768 8825 / (852) 2760 4303 (Overseas) E-mail 電郵 : hkfa@hkfa.com Website 網址 : www.hkfa.com

Project Phoenix
Review on the Progress of Individual Recommendations

	Recommendation	Status	Progress made / Comments
	<i>Part 1 – Governance Structure and Constitution</i>		
<p>1. HKFA Structure That the HKFA extends its sphere of influence and in future has an overview of all football activity in Hong Kong. There should be one Hong Kong Football Association covering boys', men's, girls' and women's football at amateur and professional level as well as Futsal and mini football.</p>	Completed	<ul style="list-style-type: none"> ● The HKFA has extended its sphere of influence with the provision of more programmes in all areas, including boys', men's, girls' and women's football as well as Futsal. ● The responsibility for the development of girls' and women's football has been transferred from the Ladies Football Association to the HKFA. 	
<p>2. HKFA Responsibility and Remit The HKFA should have four main areas of priority (three external to the organisation and one internal) and should align all people and resources to the simultaneous development and systematic improvement of these linked pillars of excellence, i.e. –</p> <ol style="list-style-type: none"> 1. Representative Teams and Elite Footballers; 2. The Professional Clubs and League; 3. All Grass Roots Football Development, Amateur Leagues and Pathways at all levels; and 4. Becoming a World Class Organisation by operating economically, effectively and efficiently and by seeking to uphold the highest professional standards 	Completed	<ul style="list-style-type: none"> ● The HKFA has adopted a logical organisational structure that enables the workforce to align with the areas specified in the recommendation. Specifically – <ol style="list-style-type: none"> 1. Representative teams and elite footballers - the HKFA has allocated additional resources to facilitate the development of the representative teams through, for example, the appointment of the Head Coach and Representative Teams Administrative Manager, and additional full-time Assistant Coaches. 2. Professional clubs and league - the HKFA will launch the Hong Kong Premier League in the 2014-15 season. Dedicated staff, such as the Special Projects Manager, has been engaged to oversee and lead the development of the new 	

	Recommendation	Status	Progress made / Comments
			<p>leagues in Hong Kong.</p> <p>3. Pathways at all levels - the HKFA has appointed a new technical staff, such as the Grassroots Football Manager and Futsal Manager, to take forward the development of grassroots football and amateur leagues to create a continuous pathway at all levels. The efforts will be overseen by a newly-created Head of Football Development.</p> <p>4. Becoming an economical, effective and efficient world-class organisation - the HKFA has undertaken new initiatives and implemented new policies and systems, particularly in the areas of finance and human resources initiatives to improve its governance, financial discipline and operational efficiency (see Recommendations 11-17 below).</p>
3.	<p>HKFA Constitution</p> <p>That the HKFA prepares, approves and implements a new set of constitutional documents (Memorandum and Articles, Rules) that are fully compliant with Asian Football Confederation (AFC) and FIFA statutes and include for the separation of Executive, Legislative and Judiciary functions.</p>	Good Progress	<ul style="list-style-type: none"> ● The HKFA has adopted a new set of Articles. The other constitutional documents are under review to bring them in line with AFC and FIFA statutes and other relevant requirements. The HKFA aims to complete this work by Q2 2015.
4.	<p>HKFA Board</p> <p>That the HKFA approves and adopts a new Board Structure. This should include the following provisions:</p> <ol style="list-style-type: none"> 1. A number of non-voting Honorary Board Positions including a Life President and Life Vice Presidents 	Partially completed	<ul style="list-style-type: none"> ● The proposed board structure has been adopted with certain modifications, e.g. the Chief Executive (CEO) is not a voting member in order to avoid possible conflict of interest on the part of the CEO in the process of decision making by the Board. There are three independent Non-Executive Directors instead of four. An additional independent Non-Executive

	Recommendation	Status	Progress made / Comments
	<ol style="list-style-type: none"> 2. An Independent Chairman 3. 3 × voting Executive Directors Representing Football Clubs 4. 4 × voting Independent Non-Executive Directors (not directly linked to Football Clubs) 5. One Director to be the nominated “Treasurer” 6. The Chief Executive as a full voting Ex-Officio Member 7. The ability for the Board to appoint a number of Special Advisers 8. 4 year term for Chairman and Board Members (excluding the CEO which is a permanent position) 9. A maximum of two terms before retirement from the Board for non-Football Directors, 3 terms for Football Directors 10. Three standing committees and a number of Technical sub-committees 		<p>Director will be elected in 2015.</p> <ul style="list-style-type: none"> ● The committees (as well as other committees) have been established as recommended, with external experts drafted in to give advice. ● The three independent Directors chair the Legal, Referee and Organisational and Development Committees. When elected, the HKFA would give a specific role to the fourth independent Director. ● The FTF has suggested that the HKFA further strengthen its board structure by increasing the number of directors (including independent directors). As noted above, the HKFA will appoint an additional independent director following the elections in 2015.
5.	<p>HKFA Membership</p> <p>That the current HKFA Membership is replaced on a phased basis by a new HKFA “Assembly” with a broader representation which includes Clubs (Professional and Amateur), Districts and a wide range of other “affiliated” stakeholders conditional on an application process and clear demonstration of compliance against defined criteria.</p>	Some progress	<ul style="list-style-type: none"> ● The HKFA has established an internal working party to work out the details of the new membership system, which has met several times and presented progress reports to the HKFA Board. The HKFA Board has approved in-principle the widening of the membership. The HKFA has set a target of 80 members by mid-2015 (there are currently 53 members).
6.	<p>Relationship with Executive</p> <p>That subject to the successful implementation of a new organisational structure (see Recommendation 11 below), the Board agrees a “Schedule of Delegation” that conveys powers on the Executive to deliver the Board’s approved Strategy and Business Plan.</p>	Completed	<ul style="list-style-type: none"> ● The HKFA has set up a new organisational structure with the appointment of key personnel completed. ● Delegation of authority is being practised with appropriate powers resting with the CEO.

	Recommendation	Status	Progress made / Comments
Part 2 – Vision, Strategy and Business Planning			
7.	<p>Vision</p> <p>That the HKFA agrees this new Vision Statement and communicates it effectively internally and extensively externally.</p>	Largely completed	<ul style="list-style-type: none"> ● The Vision has been approved by the HKFA Board. ● The new Five-year Strategic Plan, for 2015 to 2020, is being revised following feedback from major stakeholders such as FIFA and the AFC. The HKFA will conduct a formal communication exercise on the final version in Q3 of 2014.
8.	<p>Strategic and Business Planning</p> <p>That each Department/Function of the HKFA prepares an annual business and financial plan which reflects the priorities of the Board as set out in the vision and strategy. Plans should set out the resources required to deliver a specific set of measurable outcomes.</p>	Completed	<ul style="list-style-type: none"> ● An annual plan is prepared by each department during the annual budgeting exercise for resource planning with a view to achieving each department’s respective deliverables.
9.	<p>Day to Day Decision Making</p> <p>That the HKFA Secretariat should be strengthened and that a defined Schedule of Delegation should be approved giving authorisation for day to day decisions within a policy and strategy framework as determined by the Board.</p>	Completed	<ul style="list-style-type: none"> ● Delegation of authority is being practised in the HKFA. A number of new “support services” personnel have been appointed to strengthen the Secretariat, including a Head of Corporate Governance.
10.	<p>Leadership and Direction</p> <p>That the HKFA appoints an experienced Chief Executive as a full voting Board Member.</p>	Mostly completed	<ul style="list-style-type: none"> ● The HKFA has appointed a CEO, although the CEO is not a voting member of the Board (see also Recommendation 4 above).
Part 3 – Organisational Issues			
11.	<p>Organisational Structure</p> <p>That the HKFA approves and systematically implements a new</p>	Completed	<ul style="list-style-type: none"> ● The new organisational structure has been implemented and appointment of key personnel has been completed –

	Recommendation	Status	Progress made / Comments
	<p>organisational structure which is commensurate with and aligned to the new governance structure, remit and strategy of the HKFA as set out in Develop – Deliver. The new organisational structure should be based on:</p> <ol style="list-style-type: none"> 1. The appointment of a high level and suitably experienced Chief Executive 2. The establishment of four Directorates, 1) Technical, 2) Commercial, 3) Internal Finance and Administration, and 4) Football Administration 3. That appointments are made for the Directors of each Directorate as soon as the strategy is approved and funding is in place 4. A strong Technical Directorate responsible for delivering football development at all levels through the work of specialist Development Managers (Elite, Coaching, Refereeing, Youth and Grassroots, Women's, Futsal/Mini-Football) and eighteen Community Development Officers working at a District level 5. The appointment of other key support personnel required to deliver the strategy 6. The ability to appoint specialist external advisers for specific projects and roles 7. The appointment of a new Hong Kong Team Manager/Coach on a fixed term contact with clear targets 8. The immediate appointment of a Financial Controller 		<ol style="list-style-type: none"> 1. The Chief Executive, the Financial Controller and a new Hong Kong Team Coach have been appointed; 2. A Technical Directorate has been established with heads of Grassroots Football Manager, Women's Football Manager, Futsal Manager and Coach Education Manager; and 3. Heads of Commercial and Internal Finance and Administration, Marketing and Communications and Corporate Governance for Internal Finance and Administration have been appointed. <ul style="list-style-type: none"> ● The HKFA has also appointed key support personnel as well as specialist external advisers for projects, such as the development of the Football Training Centre using the fund allocated for Project Phoenix.
12.	<p>Financial Management</p> <p>That the HKFA immediately addresses its weakness in financial management and control as part of the fourth pillar of excellence. This will include –</p>	Completed	<ul style="list-style-type: none"> ● The HKFA has significantly improved its financial management, effectiveness and efficiency. It has adopted more stringent financial practice and developed a financial procedural manual (with external advice from KPMG) which is being continually

	Recommendation	Status	Progress made / Comments
	<ol style="list-style-type: none"> 1. The immediate appointment of a Financial Controller 2. The establishment of a new Directorate of Finance and Administration 3. The introduction of effective systems (hardware and software) and procedures (modus operandi), including the development of a detailed procedure manual with clear rules for modification and approval. The document should cover all activity of the HKFA and shall be strictly enforced to ensure the maintenance of good business practices 		<p>enriched. Relevant systems and procedures have also been developed.</p> <ul style="list-style-type: none"> ● The Financial Controller has been appointed under the Head of Corporate Governance.
13.	<p>Human Resource Management (General)</p> <p>That the HKFA become an employer of choice and adopts the highest standards of management of its human resources. This should include the appointment of a HR Manager within the Directorate of Finance and Administration who will be responsible for the recruitment, training, development, retention and discipline of staff.</p>	Completed	<ul style="list-style-type: none"> ● An HR Manager has been appointed. ● HR initiatives including salary benchmarking, staff manual and appraisal system are being implemented.
14.	<p>Team Briefing</p> <p>That regular dialogue takes place between all levels of the HKFA and that information is cascaded down effectively from the Board to the Senior Management Team and all staff through regular communication both formal and informal.</p>	Completed	<ul style="list-style-type: none"> ● Weekly management team and staff meetings have been established, and team briefings are held on a weekly basis.
15.	<p>Continuous Professional Development</p> <p>That all employees of the HKFA (current and future) are given job descriptions that reflect their role and prevailing priorities and that they are subject to a regular appraisal process that identifies training needs. Developing the human capital should be a key priority of the new HKFA based on merit and with the highest</p>	Completed	<ul style="list-style-type: none"> ● Job descriptions for the posts under Project Phoenix have been devised and properly documented. ● Regular staff appraisals are conducted and training needs are regularly gauged.

	Recommendation	Status	Progress made / Comments
	degree of integrity.		
16.	<p>Staff Remuneration</p> <p>That staff wages, salaries and benefits of the staff employed at the HKFA be reviewed and benchmarked against other similar sized National Sports Associations with a view to ensuring the ability to recruit and retain high calibre employees.</p>	Completed	<ul style="list-style-type: none"> ● A salary review mechanism is in place to ensure that the wages and benefits are benchmarked against other similar-sized “national sports associations”.
17.	<p>Systems and Resources</p> <p>That all systems, procedures and working practices are reviewed by the four Directorates and new protocols be developed based on the Schedule of Delegation (Recommendation 6) that reflect the priorities of the new vision and strategy. That additional hardware and software be purchased to streamline working practices and ensure that the HKFA is modernised technologically.</p>	Completed	<ul style="list-style-type: none"> ● The respective systems, procedures and working practice for internal governance, competitions, technical development and other core functions have been developed and are regularly reviewed by the HKFA. ● FIFA has given the HKFA a one-off grant of US\$100,000 to introduce a new integrated management system, which is being developed.
18.	<p>Public Relations</p> <p>That a new Marketing and Communications strategy is developed under the auspices of the new Commercial Director and that greater emphasis is placed on developing excellent working relationships with all stakeholders and especially the media.</p>	Partially implemented	<ul style="list-style-type: none"> ● Key personnel have been appointed and working relationships with stakeholders established. The marketing and communications teams have been restructured as advised by the FTF to help ensure more focus on each of the areas of marketing and PR. ● The HKFA has prepared a marketing strategy for the new Hong Kong Premier League (HKPL). Sponsorship sales have increased and a title sponsor has been secured for the HKPL. An external marketing partner has been appointed to help the HKFA obtain further commercial revenue. ● The HKFA should continue to step up its efforts in marketing and PR, with specific and quantifiable

	Recommendation	Status	Progress made / Comments
19.	<p>Working Environment</p> <p>That the existing HKFA Headquarters be refurbished and re-organised to create a better working environment that reflects the new organisational structure and that if the National Football Training Centre comes to fruition, consideration be given to relocating all or some (Technical Directorate) to that site.</p>	Completed	<p>targets and indicators.</p> <ul style="list-style-type: none"> ● The new office provision for the HKFA, as sponsored by FIFA, was officially inaugurated on 24 April 2014. ● It is the HKFA's intention to relocate the Technical Directorate to the Football Training Centre in the future.
Part 4 – Raising the Standard of Football			
20.	<p>Budget for Develop – Deliver</p> <p>That the HKFA agree in principle the budget included in Develop – Deliver as a blueprint for the transformation of the HKFA and the enhancement of football in Hong Kong.</p> <p>That discussion is entered into with funding partners to secure the additional funding required.</p> <p>That the award of additional funding be directly linked to the delivery of specific outputs and outcomes.</p> <p>That funding levels and targets are reviewed annually in an annual financial plan prepared by the CEO and endorsed by the Board and that this is used as the basis for future discussions with funding partners.</p>	Completed	<ul style="list-style-type: none"> ● Budgets are prepared and approved annually with different scenarios considered. ● As advised by the FTF, any additional funding public that may be provided to help the HKFA implement the Five-year Strategic Plan would be linked to specific targets and indicators.
21.	<p>Hong Kong and Representative Teams</p> <p>That additional resources be invested in the training and development of Hong Kong and representative teams under the auspices of the new Technical Directorate.</p> <p>That excellent relationships are forged between the Technical Directorate, the Hong Kong Team Manager/Coach and the Professional Clubs so that conflicts are resolved with minimal</p>	Completed	<ul style="list-style-type: none"> ● The HKFA has provided additional resources for the Teams through, for example, the appointment of the Head Coach and Representative Teams Administrative Manager, and additional full-time Assistant Coaches.

	Recommendation	Status	Progress made / Comments
	<p>impact, and that the relationship between “Club and Country” is in accordance with FIFA statutes.</p> <p>That commitment is given to using a National Football Training Centre if provided.</p>		
<p>22.</p>	<p>New Professional (Premier) League</p> <p>That the HKFA approves in principle the development of a new Professional “Premier” League and immediately establishes a Board Committee/Working Party to oversee its implementation. The new League should be based on the following:</p> <ol style="list-style-type: none"> 1. A target start date of the 2012/13 season and that the HKFA establishes a Working Party as a priority 2. The 2011/12 season be seen as a staging post to the new league with changes to the format etc. 3. A target of 12 teams with a minimum of 10. An initial maximum of 14, thereafter reviewed annually 4. There to be no relegation for the first two seasons to allow teams to consolidate. Promotion to be encouraged 5. That the inaugural league be based on an application/license basis with entry criteria linked to the AFC requirements 6. That 2011/12 teams be given “first refusal” subject to meeting the entry criteria 7. Home venues guaranteed through a partnership with Districts 8. A format that promotes excitement and a better product including more matches 9. A minimum number of paid professional players (16 with a maximum of 3 + 1 foreign players on the pitch and in the squad) and a minimum wage 	<p>Good progress</p>	<ul style="list-style-type: none"> ● With the launching of the Hong Kong Premier League (HKPL) in the 2014/15 season, most of the proposals in the recommendation have been implemented. The HKFA has secured the sponsorship of BOCG Life as the title sponsor of the HKPL. ● A licensing system has been implemented to ensure transparency and robustness of the governance of the clubs, as well as to foster youth development. The licence requirements will also be gradually aligned with those of the AFC. ● The HKFA aims to establish the HKPL as an independent legal entity in due course. The establishment of a Professional Footballers Association is still in progress.

	Recommendation	Status	Progress made / Comments
	<p>10. The establishment of a Professional Footballers Association to look after the welfare of footballers</p> <p>11. A commitment to use the proposed National Football Training Centre as a training base and centre of excellence (unless suitable alternative facilities are available)</p> <p>12. Finding a major league sponsor and ultimately securing broadcasting rights</p> <p>13. Consideration given to allowing gambling on domestic football subject to strict rules being applied</p> <p>14. That the League be established under the auspices of the HKFA with a target for the League to become an independent legal entity by 2014/15</p> <p>15. That the new League has a separate P and L within the HKFA financial plan</p>		
23.	<p>Structure of Football in Hong Kong</p> <p>The HKFA Change Agent recommends that consideration be given to a fundamental review of the Structure of Football Development in Hong Kong. In conjunction with the development of a new Professional League, a plan should be formulated for a phased introduction of the following:</p> <ol style="list-style-type: none"> 1. When the new Hong Kong Premier League is established i.e. 2012/13, the current Divisions 2, 3a and 3b should be replaced by new Divisions 1 and 2. These would have no age restrictions and would initially receive “seed” funding from the HKFA to ensure sustainability. The Premier League and Divisions 1 and 2 would collectively form the Hong Kong Football League. Although initially there would be no relegation from the Premier League, ultimately there should be free movement between the Divisions. The Rules for each Division should be enshrined and implemented consistently. Changes would require the approval of the Full 	Good progress	<ul style="list-style-type: none"> ● Changes to the football development activities and programmes are being implemented incrementally. ● Each HKPL Club is required to establish and maintain Youth Academies which will join the Academy League accordingly for each age group (which would replace the “Reserve” League). All of the HKPL Clubs have youth development programmes and enter teams in the HKFA Youth Leagues. Some clubs do this in partnership with District Councils. ● The HKFA is changing the format of the youth league in the 2014/15 season to help to ensure competitive matches and allow better players to improve more quickly. ● The Cup compositions have been reviewed. The

Recommendation	Status	Progress made / Comments
<p>FA Membership. The HKFA will organise and administer the HK Football League.</p> <p>2. Each Premier League team will need to meet AFC criteria and should operate age group youth Academies between under 13 and 18 years of age. There should be an Academy League for each age group. Youth Academies at Premier League Clubs should replace the “Reserve” League.</p> <p>3. The Cup Competitions should be reviewed. For example The Premier Shield which would be exclusively for the Premier League Clubs. The HK League Cup open to all Divisions of the Football League. The HK FA Cup open to all teams affiliated to the HKFA (see below) (Premier League teams joining in later rounds).</p> <p>4. Other Leagues e.g. Yau Yee League should be encouraged to “affiliate” to the HKFA and become part of the Football “fraternity”. Affiliated Clubs can apply for accredited status (subject to meeting minimum criteria). This “licence” will entitle them to benefits such as access to coaching support and advice. Eventually there should be promotion from these amateur leagues into the 2nd Division of the HK Football League.</p> <p>5. District Councils should channel their funding into Youth Development rather than teams in the current Divisions 1, 2 3a and 3b. Each District should have annual age group squads from under 9 to under 18 and there should be District Leagues at all age groups. Squads should be circa 16 boys and they would be subject to an annual selection and evaluation process. This would not prevent Districts from also continuing to support teams in the new Divisions (Premier, 1 and 2).</p> <p>6. The HKFA should establish a system of registration and accreditation for commercial soccer schools.</p>		<p>Senior Shield is retained as a Premier League-only competition. The FA Cup now includes a preliminary round that involves teams from lower divisions. A new League Cup will be introduced in the 2014/15 season with the winner entering the end of season play-offs, the winner of which gets through to the AFC Cup.</p> <ul style="list-style-type: none"> ● District-based youth teams at all age group levels take part in the HKFA age group leagues. ● Plans for a club and commercial football accreditation and affiliation scheme are targeted to be in place in time for the 2015/16 season.

	Recommendation	Status	Progress made / Comments
24.	<p>Football Development</p> <p>That the Football Development Plan prepared as part of Develop – Deliver be adopted by the HKFA and implemented by the new Technical Directorate.</p> <p>That the Football Development Fund be significantly increased to direct additional resources into representative teams, District youth teams, grass roots football development programme, coach education, officials development.</p> <p>That a Referees “supremo” be appointed on a short-term consultancy basis to establish a curriculum and referees development plan and thereafter a nominated officials officer within the Technical Directorate assumes responsibility for the recruitment, retention and training of officials.</p> <p>That greater emphasis and resources be put into football development at all levels (elite to grass roots) and covering all participants in football including boys, men, girls, women as well as Futsal and mini football players.</p> <p>That a “Performance Management” approach should be taken to football development in Hong Kong with annual targets and regular reviews.</p>	Good progress	<ul style="list-style-type: none"> ● The Football Development Plans have been reviewed by the Technical Department. More participants (both boys and girls) are now playing football under HKFA auspices. ● The Hong Kong U16 team has qualified for the AFC Finals for the first time ever. ● The HKFA has recruited a Coach Education Manager to supervise improved and more standardised coaching practices throughout the grassroots development programmes. ● Additional programmes are being implemented using additional funding allocated by LCSD. ● A full-time Referees Manager has been appointed to help recruit more referees, train them better and formally evaluate their performance.
25.	<p>Eligibility for Representative Teams</p> <p>That the HKFA investigates immigration policy in relation to dual nationality provisions and reviews the policy of eligibility for representative teams / squads.</p>	Completed	<ul style="list-style-type: none"> ● The HKFA has conducted a review of eligibility of players working in Hong Kong and concluded that eligibility for representative teams’ players is generally clear and being observed.
26.	<p>National Football Training Centre</p> <p>That the HKFA confirms its commitment to be a main partner in the development and future use of a National Centre for football and recognises that the National Centre for football is fundamental to the future success of football in Hong Kong. Dedicated access</p>	Some progress	<ul style="list-style-type: none"> ● The HKFA has prepared a revised plan for the Training Centre in anticipation of the launching of the Restored Landfill Revitalisation Funding Scheme. A consultant has been engaged to prepare the proposal.

	Recommendation	Status	Progress made / Comments
	to purpose-built football facilities is critical.		
27.	<p>New National Stadium</p> <p>That the HKFA confirms its commitment to the provision of a new National Stadium and provides appropriate support to the development.</p>	Some progress	<ul style="list-style-type: none"> ● The HKFA has provided comments and feedback to the Government on the development of the Multi-Purpose Sports Complex in Kai Tak.
28.	<p>Community Facilities</p> <p>That the HKFA recognises the current under-supply of good quality accessible facilities for football in Hong Kong and commits to working with partners and especially the Government (Central and District) on the development of enhanced facilities for football. In particular it agrees to work in partnership with HAB, LCSD and District Councils to facilities the establishment of a new Professional League involving the allocation of 'home' venues.</p> <p>That the HKFA requests that the Government consider the development of a hierarchy of use of facilities with guaranteed use for certain categories of Football and agreed quotas on levels of use.</p>	Good progress	<ul style="list-style-type: none"> ● The HKFA maintains close liaison and coordination with the Government on venue allocation. ● Home venues have been allocated to each team in the HKPL. ● Detailed proposals for facility development are included in the Five-year Strategic Plan. ● The development of facilities is subject to the Public Works Programme of the Government, which also takes into account other public development needs.
29.	<p>Player Status and Welfare</p> <p>That the HKFA gradually but systematically raises the status of professional players through the establishment of a new Professional League which has as part of its criteria for entry a requirement for Clubs to put in place education programmes at its Academies and also for senior players.</p> <p>That as part of the new Professional League a minimum wage is agreed which is reviewed regularly.</p> <p>That as part of the new Professional League a Professional</p>	Good progress	<ul style="list-style-type: none"> ● The new HKPL will commence in 2014/15 and is based on a licence system, fundamental to which are player welfare issues such as player contracts, medical insurance and integrity training. ● The HKFA has met the International Federation of Professional Footballers and discussed with the AFC establishing a Professional Footballers' Association.

	Recommendation	Status	Progress made / Comments
	<p>Footballers' Association is established as part of the HKFA which will eventually be an independent body with a remit to look after the welfare and training of existing and former players.</p>		
<p>30.</p>	<p>China League</p> <p>That consideration of a Hong Kong based team playing in the Chinese Football leagues be deferred for the foreseeable future and that only when the time is right, the HKFA should open dialogue with the AFC and with FIFA about the participation of a “Hong Kong United” team in the China League subject to that team not detracting from the new Professional League or compromising the success of the Hong Kong and representative teams.</p>	<p>Some progress</p>	<ul style="list-style-type: none"> ● The HKFA has regular dialogue with its counterparts in Mainland China and the AFC on this issue.
<p>31.</p>	<p>Partnership Working</p> <p>That the HKFA recognises that to bring about the transformation of the sport of football as articulated in Develop – Deliver it is essential to work in partnership with a range of stakeholders. This will be facilitated by:</p> <ol style="list-style-type: none"> 1. Wider representation on the new HKFA Assembly 2. Additional independent Board Members 3. Representing the sport as a whole and developing a football “family” through the affiliation of all teams and players 4. Working together with other partners and stakeholder on joint football development initiatives 5. Delivering agreed outputs and outcomes linked to funding agreements 6. The organisation of an annual football forum/conference 7. Better marketing, communications and PR 	<p>Some progress</p>	<ul style="list-style-type: none"> ● The HKFA is working on the structure of the new “HKFA Assembly”. ● FTF Members have advised that the HKFA seek to improve its relationship with the clubs and seek more partnership with sponsors. ● The HKFA appointed three independent Non-Executive Directors in 2011. On the advice of the FTF, the HKFA will appoint an additional independent Director in 2015 to strengthen governance. ● Any public funding that may be provided to help implement the Five-year Strategic Plan would have to be linked to specific, quantifiable indicators and formalised in a funding agreement.

	Recommendation	Status	Progress made / Comments
32.	<p>Targets and Measures of Success</p> <p>That the HKFA adopt the target outputs and outcomes articulated in Develop – Deliver as the starting point for measuring the success of the transformation of the HKFA and the raised standards of football development in Hong Kong.</p> <p>That these targets be monitored, reported and reviewed annually as part of the organisations Business Planning cycle.</p>	Completed	<ul style="list-style-type: none"> ● The HKFA has adopted the target outputs and outcomes in Develop – Deliver. ● The progress of implementing Develop-Deliver is regularly reviewed by the FTF. The FTF and HAB also keep the progress of Project Phoenix under review, and the HKFA is required to submit an annual proposal on the use of funding for review by the FTF. The HKFA is also required to submit quarterly reports to HAB on the progress of Project Phoenix. ● Some recommendations are still in progress at this stage. By their nature, some of these are on-going, e.g. improved communication with stakeholders. The revitalisation of football in Hong Kong is a long-term exercise and, as pointed out by FTF members, some of the recommendations cannot realistically be fully implemented within 3 years.
33.	<p>The Way Forward</p> <p>That the HKFA approves the recommendations in Develop – Deliver and the Implementation Plan.</p> <p>That the HKFA consults with all stakeholders on this strategy and enters into constructive dialogue with funding partners and specifically the Government on changes to current policy.</p> <p>That the HKFA regularly reviews progress against the action Plan.</p>	Completed	<ul style="list-style-type: none"> ● The recommendations in Develop – Deliver and the implementation plan were endorsed by the HKFA and have largely been implemented. ● The progress of Project Phoenix is under regular review by the FTF.

**AGREEMENT
BETWEEN
THE GOVERNMENT OF THE HONG KONG
SPECIAL ADMINISTRATIVE REGION
AND
THE HONG KONG FOOTBALL ASSOCIATION LIMITED
FROM YEAR 2015-16 TO 2019-20**

THIS AGREEMENT is made this 13th day of February 2015 between the Government of the Hong Kong Special Administrative Region acting through the Secretary for Home Affairs whose principal office is located at 12/F, West Wing, Central Government Offices, 2 Tim Mei Avenue, Tamar, Hong Kong (“the Government”) on the one part and the Hong Kong Football Association Limited, an organisation registered in Hong Kong whose registered office is located at 55 Fat Kwong Street, Homantin, Kowloon, Hong Kong (“the Grantee”) on the other part.

WHEREAS the Government wishes to promote and develop football in Hong Kong and the Grantee has agreed to formulate and deliver specific initiatives to develop football in Hong Kong in accordance with a five-year strategic plan “Aiming High Together’ 5 Year Strategy”, Executive Summary of which attached hereto as **Annex A** (“the Plan”),

IT IS HEREBY AGREED as follows : -

IN CONSIDERATION of the maximum sum of HK\$125,000,000 (Hong Kong Dollars One Hundred and Twenty-five Million only) (“the Grant”), which the Government shall allocate to the Grantee pursuant to this Agreement, the Grantee shall implement all the recommendations in the Plan and other relevant activities approved by the Government and shall fulfil and meet all the performance indicators and targets set out in Part A of **Annex B** pursuant to this Agreement.

THE PARTIES HEREBY agree to the following : -

Grant Period

1. Subject to earlier termination as provided herein, this Agreement shall take effect on 1 April 2015 and shall continue until 31 March 2020 (both days inclusive) (“the Grant Period”).

Relationship of the Parties

2. Nothing contained or implied in this Agreement is intended to or will create a partnership, joint venture or association of any kind between the parties hereto. Save as expressly provided in this Agreement, neither party shall enter into or have authority to enter into any engagement or make any representation or warranty on behalf of, or pledge the credit of or otherwise bind or oblige the other party hereto. Nothing contained in this Agreement shall be so construed as to constitute either party to be the agent of the other. The Government or its employees shall in no way be held responsible for the Grantee’s acts, omission and conduct of business.

Payment of Grant, Budget Submission, etc.

3. (a) Subject to the terms of this Agreement, the Government shall allocate the Grant by five (5) equal annual grants (each of which is referred to as “Annual Grant”), with each Annual Grant corresponding to an annual grant period commencing from 1 April to 31 March the following year (“the Annual Grant Period”). The maximum amount of each Annual Grant is HK\$25,000,000 only (Hong Kong Dollars Twenty-Five Million only). The Grantee shall make the application for each Annual Grant by submitting a budget (“Annual Budget”) and a plan for using venues managed by the Leisure and Cultural Services Department (LCSD) (“Annual Venue Plan”), with clear objectives and performance targets and relevant supporting documents, to the Government, according to the schedule set out below –

Annual Grant application submission deadline	For Annual Grant Period
1 December 2015	1 April 2016 to 31 March 2017
1 December 2016	1 April 2017 to 31 March 2018
1 December 2017	1 April 2018 to 31 March 2019
3 December 2018	1 April 2019 to 31 March 2020

The Government may reject the Annual Grant application if it is submitted after the submission deadline and the corresponding Annual Grant, unless otherwise agreed by the Government in writing, shall be deemed to have lapsed. The Government shall have the absolute discretion to determine the actual amount of each Annual Grant.

- (b) The Government will conduct a mid-term review on or before 31 December 2017, to assess the progress of the implementation of the Plan and the extent to which the indicators and targets set out at Annex B have been achieved, and to evaluate whether the achievements to date justify the level of funding earmarked for the remainder of the Grant Period covered by this Agreement.
- (c) Subject to the terms of this Agreement, each Annual Grant approved by the Government shall be allocated to the Grantee by four (4) equal quarterly instalments payable in advance at the beginning of each quarter of each Annual Grant Period. Subject to the terms of this Agreement, the Government may pay the first quarterly instalment in April 2015. The payment of the Grant or any part thereof shall be subject to the due performance by the Grantee of its obligations under this Agreement to the Government’s satisfaction, and to other rights and remedies of the Government. For the avoidance of doubt, the Grantee shall not be entitled to charge any interest or claim any compensation or relief of whatever nature against the Government in the event of any late or withholding of payment of the Grant or any part thereof by the Government for any reason whatsoever.
- (d) The Grantee shall ensure that the Grant or any part thereof is for the designated use of performing the initiatives in the Plan, and not for any other purpose. At the end of each Annual Grant Period, any unspent balance of the Annual Grant for that period will lapse, and the Grantee shall return such unspent balance to the Government. At the end of the Grant Period on 31 March 2020, any unspent balance of the Grant will lapse, and the Grantee shall return such unspent balance to the Government.

- (e) The Government shall have the right to suspend, vary, reduce or cancel all or any part of the Grant or to demand repayment of all or any part of the Grant. This right may be exercised by the Government after a one-month notice is given to the Grantee and this is without prejudice to Clause 5 and any other rights and remedies available to the Government if at any time the Grantee fails to duly perform its obligations under this Agreement, or is unable to implement any part of the Plan, or is unable to achieve the targets set out in Annex B, or any part of the Plan is materially affected by delay, change of timing, change of scope, cancellation or other circumstances or upon the temporary or permanent cessation of the Grantee's business or operation, PROVIDED that the Government will not exercise the right to demand repayment if it is proved that the Grant or any part of it has been spent by the Grantee bona fide and with due care for the carrying out of its obligations under this Agreement or the delay, change of timing, change of scope, cancellation or other circumstances are in the opinion of the Government due to factors beyond the control of the Grantee.
- (f) For the purposes of sub-Clause (e) above, the Grantee shall notify and seek the approval of the Government in writing of any proposed changes to the scope and progress of the Plan, including cancellation of implementation of the Plan or any part thereof, at least one (1) month prior to the proposed date of such changes.
- (g) Should the Government exercise its right to demand repayment under sub-Clause (e) above, the Grantee shall repay the Government upon demand any amount that has been granted to the Grantee.
- (h) Notwithstanding sub-Clause (g) above, any such suspension, variation, reduction, cancellation or demand for repayment of the Grant or any part thereof by the Government exercised pursuant to its right above shall not diminish, vary or discharge from any of the Grantee's remaining obligations under this Agreement.
- (i) Without prejudice to the Government's rights and remedies under this Agreement, including but not limited to Clauses 3(e) and 17 hereof, should the Grantee fail to submit any one of the reports under Clause 6(b), or the annual accounts under Clause 6(d), in accordance with the dates and/or timeframe specified under the respective Clauses and/or such time extension(s) as may be given by the Government in writing, the Government shall have the right to adjust the Grant by deducting 1% of a quarter (25%) of the Annual Grant (i.e. a deduction of 0.25% of the Annual Grant) for late submission of any of the report(s) without giving any prior notice. Without prejudice to other rights and remedies, the Government has the right to continue deduction of the Grant in the following quarterly instalment(s) until the irregularity is rectified. Any deduction under this sub-Clause is permanent and will not be released to the Grantee even if the delay is rectified.

Bank Accounts

- 4. (a) The Grantee shall keep separate ledger accounts for the Grant. The Grantee shall keep a separate and designated bank account for the Grant with a licensed bank in Hong Kong within the meaning of the Banking Ordinance (Cap. 155) and, upon the request of the Government submit monthly statements which specify expenditure items for which any part of the Grant has been used.

- (b) The Grantee shall ensure that all payments relating to this Agreement are paid out of the said designated bank account, and ensure that all receipts and payments in respect of this Agreement are properly recorded and in a timely manner. All bank interest received in respect of the Grant shall only be used for the purpose of this Agreement.

Other Donations and Sponsorship

5. (a) The Grantee agrees to notify promptly the Government of any donation or sponsorship made to the Grantee in respect of any part of the Plan. The Grantee shall keep any funds from donations or sponsorship separated from the Grant in order to facilitate audit. For this purpose, the Grantee shall keep a separate ledger account for donations and/or sponsorship received that are designated for the Plan in the same designated bank account prescribed in sub-Clause 4(a);
- (b) In case the Grantee accepts and uses any donation or sponsorship in respect of any part of the Plan and at the same time receives the Grant, the Grantee shall properly account to the Government for the relevant expenditure chargeable to the donation and/or sponsorship and to the Grant, failing which the Government may suspend, vary, reduce or cancel all or any part of the Grant or to demand repayment of all or any part of the Grant.
- (c) The Grantee agrees to bear all consequences, financial and otherwise, arising from the acceptance of donations and/or sponsorship at its own cost and without recourse to any remedy or financial assistance whatsoever by the Government.

Reporting Obligations

6. To ensure that the objectives of allocating the Grant to the Grantee are achieved, and to enable the Government to account for the use of the Grant by the Grantee, the Grantee agrees and undertakes to –
- (a) inform the Government in writing on each and every occasion of the election of office-bearers of the Grantee;
- (b) submit to the Government half-yearly reports, including a financial summary of the use of the Grant and a summary of progress of implementation of the recommendations of the Plan against the performance indicators and targets set out in Annex B, according to the following schedule :

Submission deadline for half-yearly reports	Covering period
2 November 2015	1 April 2015 to 30 September 2015
2 May 2016	1 October 2015 to 31 March 2016
31 October 2016	1 April 2016 to 30 September 2016
2 May 2017	1 October 2016 to 31 March 2017
31 October 2017	1 April 2017 to 30 September 2017
30 April 2018	1 October 2017 to 31 March 2018
31 October 2018	1 April 2018 to 30 September 2018

Submission deadline for half-yearly reports	Covering period
30 April 2019	1 October 2018 to 31 March 2019
31 October 2019	1 April 2019 to 30 September 2019
30 April 2020	1 October 2019 to 31 March 2020

The half-yearly reports should also include explanations as to why any performance indicators and targets set out in Annex B have not been achieved and what measures have been taken, or should be taken, to rectify the situation.

- (c) engage a public accountant registered under section 22 of the Professional Accountants Ordinance (Cap. 50) to conduct a reasonable assurance examination of and report on the annual accounts of the Grant for each Annual Grant Period in accordance with the standards specified in sub-Clause 6(d) below, and submit to the Government a copy of the document signed between the public accountant and the Grantee confirming such engagement on or before 30 April 2015;
- (d) submit to the Government annual accounts of the Grant for each Annual Grant Period no later than three (3) months after the end of each Annual Grant Period. The annual accounts should be certified by the Chairman or President of the Grantee and examined by the public accountant engaged pursuant to sub-Clause (c) above by conducting a reasonable assurance engagement in accordance with **Hong Kong Standard on Assurance Engagements 3000 “Assurance Engagements Other Than Audits or Reviews of Historical Financial Information”** issued by the Hong Kong Institute of Certified Public Accountants. The assurance report accompanying the annual accounts shall contain an expression of conclusion on the Grantee’s compliance with the provisions of this Agreement, the Auditor’s Guide published and amended by the Leisure and Cultural Services Department (“LCSD”) from time to time (“the Auditor’s Guide”), the Code of Conduct and Procurement Guidelines which the Grantee has deposited with the Government (respectively “the Code of Conduct” and “the Procurement Guidelines”). In respect of the Code of Conduct, the assurance report shall conclude on the Grantee’s compliance with the procedural requirements in processing declaration on conflict of interests and application for acceptance of advantages only; and
- (e) allow the Government, Director of Audit or its representatives to have unhindered access to and to enquire, examine and audit (including making copy of) the records and accounts of the Grantee in relation to the Plan and the management and control procedures of the Grantee and explain to the Government, Director of Audit or its representatives any matters relating to the receipt, expenditure or custody of any monies derived from the Grant. The Grantee shall keep all records and accounts in relation to the Grant for not less than seven (7) years from the date the annual accounts of the Grant are submitted to the Government to facilitate audit and other inspections.

Approved Establishment

7. To ensure that the Grant is properly used in the remuneration of the subvented posts referred to in **Annex C** (“Approved Establishment”), the Grantee agrees and undertakes –

- (a) for every subvented post referred to in Annex C, to recruit and appoint competent staff through an open, fair and merit-based recruitment process, making reference to the procedures stipulated in the Handbook for National Sports Associations (“the Handbook”) as published and amended by LCS D from time to time;
- (b) to bear all staff costs over and above the staff costs approved by the Government for the posts stipulated in the Approved Establishment in Annex C (as amended from time to time with the Government’s approval);
- (c) to report to the Government on recruitment and movement of staff in the Approved Establishment in Annex C, and submit copies of the employment contracts within one (1) month of such staff recruitment or staff movement, detailing the terms and conditions of employment, recruitment process and selection procedures to the Government for reference. Without prejudice to any other rights and remedies of the Government, any part of the Grant related to the Approved Establishment shall only be released subject to the Government’s satisfaction with the documents submitted; and
- (d) the Grantee may submit applications, with full justifications and support documents, to amend the Approved Establishment in connection with its half-yearly reports to be submitted to the Government under Clause 6(b). Applications requiring additional financial resources with retrospective effect would not normally be considered by the Government except under very exceptional circumstances.

Annual Budget

- 8. (a) In making an application for the Annual Grant, the Grantee should set out clearly in the corresponding Annual Budget the items proposed to be covered by the Annual Grant, as well as the associated breakdown and supporting documents.
- (b) The Grantee shall not deviate from the Annual Budget for the corresponding Annual Grant Period as approved by the Government insofar as the items covered by the Grant or the corresponding approved budgets (“Grant Item”) are concerned. In the event that the Grantee wishes to amend the Annual Budget in respect of the Grant Items within an Annual Grant Period, the Grantee should submit an application to the Government with full justifications and supporting documents as appropriate, in conjunction with the half-year reports. Applications requiring additional financial resources with retrospective effect would not normally be considered by the Government except under very exceptional circumstances.
- (c) Without prejudice to Clause 5, the Grantee shall endeavour to ensure that there will be no duplication of funding for the same Grant Item from any other public or private sources, including recurrent or one-off financial support from the Government.
- (d) This Agreement should be read in conjunction with the updated versions of the following as approved by the Government –
 - (i) Executive Summary of The five-year strategic plan “‘Aiming High Together’ 5 Year Strategy” (under Annex A);
 - (ii) Targets and indicators (under Annex B);
 - (iii) Approved Establishment (under Annex C);

- (iv) Annual Budgets (under **Annex D**);
- (v) Annual Venue Plan (under **Annex E**), and
- (vi) any other proposals to revise items (i) to (iv) above.

Updated versions of Annexes A to E, and (vi), should become addenda to this Agreement upon approval by the Government.

Evaluation and Monitoring

- 9. (a) The Government shall be entitled to assess and monitor the progress of the Grantee's implementation of the Plan and the extent to which the indicators and targets set out in Annex B are achieved, on the basis of (i) reports submitted by the Grantee, including but not limited to those required under this Agreement, and (ii) other sources of relevant information that may reflect the performance of the Grantee.
- (b) The targets and indicators as set out in Annex B may be reviewed and revised as initiated by either the Government or the Grantee, and subject to the agreement of both parties.
- (c) Failure to achieve any of the performance indicators and targets in Part A of Annex B without reasons that are acceptable to the Government shall be followed up by the Grantee for imposing corresponding remedial actions. Failure of remedy is treated as a breach of this Agreement and the Government shall be entitled to terminate this Agreement in accordance with Clause 17(h).

Grantee's Warranties and Undertakings

- 10. The Grantee hereby agrees warrants and undertakes (with continuing effect until the termination or expiry of this Agreement) –
 - (a) to adopt proper internal controls to ensure that the Grant is used in a cost-effective and accountable manner. In the event that irregularities are detected, the Grantee is required to immediately undertake an investigation and forward a full report of the investigation within fourteen (14) days to the Government. The report should cover all aspects of the investigation, including a recommendation as to how such irregularities may be prevented from occurring in future;
 - (b) to comply with all laws, enactments, ordinances, rules and regulations in force in Hong Kong for the time being and as amended from time to time;
 - (c) to comply with the principles and procedural guidelines laid down in this Agreement;
 - (d) to comply with the Code of Conduct and Procurement Guidelines, in particular the approval mechanism and declaration system stated therein to avoid conflict of interest and other internal administrative procedures in all work practices and decision-making processes and to answer all enquiries made by the Government about the performances or acts of the Grantee, any of its office-bearers, employees, contractors or agents in all work practices and decision-making processes within fourteen (14) days in writing to the Government's satisfaction;

- (e) to follow and act upon the Government's advice with regard to implementing the Plan for the purposes of improving the Grantee's internal control and monitoring mechanism, Code of Conduct, Procurement Guidelines or procedures for the recruitment and employment of staff;
- (f) to provide explanation on any complaint, allegation or suspicion of breach of or non-compliance with the Code of Conduct, Procurement Guidelines, and all internal guidelines and procedures committed by the Grantee, any of its office-bearers, employees, contractors or agents and provide relevant information, document and material upon the Government's request and in the manner and within such period of time to be specified by the Government and to the Government's satisfaction PROVIDED that any failure to provide explanation on such complaint, allegation or suspicion of breach of or non-compliance with the Code of Conduct, Procurement Guidelines, and all internal guidelines and procedures or provide such information, document or material shall be treated as the Grantee's breach of the terms and conditions of this Agreement whether or not the breach of or non-compliance with the Code of Conduct, Procurement Guidelines, and all internal guidelines and procedures is committed by the Grantee, any of its office-bearers, employees, contractors or agents;
- (g) not to accept any sponsorship from tobacco companies for any part of the Plan, and not to accept any sponsorship from liquor companies for any of the activities organised for people under the age of 18, or any donation or sponsorship that may adversely affect the image or integrity of the Government;
- (h) to use its best endeavours to generate income from other sources and to commit to undertaking cost-saving measures;
- (i) to include in its annual accounts any revenue derived from any bank interest received in respect of the Grant;
- (j) to advise the Government from time to time and in any event within one (1) month upon effect of any changes in or amendment to the Code of Conduct, Procurement Guidelines, accounting and payment procedures, selection procedures for the recruitment and employment of staff, and all internal guidelines and procedures of the Grantee; and
- (k) to advise the Government as to the declaration of interests made by all its office-bearers, employees, contractors or agents and, as and when required, to provide the Government with all the official records including but not limited to notes of discussion, minutes of meeting, and management decisions for examination of the Grantee's compliance with the Code of Conduct, Procurement Guidelines and all internal guidelines and procedures.

Corruption Prevention, Personal Data and Internal Control

11. To ensure that the Grantee remains eligible to receive the Grant, the Grantee agrees –
- (a) To allow the Government or its representatives to carry out value for money studies for the Plan whenever requested by the Government;

- (b) To allow the Commissioner of the Independent Commission Against Corruption (“ICAC”) or its authorised representatives to examine the management and control procedures of the Grantee and to follow and act upon any corruption prevention advice rendered by the ICAC;
- (c) To ensure the strict compliance by all its office-bearers, employees, contractors and agents with the Code of Conduct, Procurement Guidelines, and all internal guidelines and procedures of the Grantee in the conduct of all affairs involving the Grantee PROVIDED that any breach of or non-compliance with the Code of Conduct, Procurement Guidelines, and all internal guidelines and procedures shall be treated as the Grantee’s breach of the terms and conditions of this Agreement whether or not the breach of or non-compliance with the Code of Conduct, Procurement Guidelines, and all internal guidelines and procedures is committed by the Grantee, any of its office-bearers, employees, contractors or agents;
- (d) To prohibit all its office-bearers, employees, contractors and agents from offering, soliciting or accepting any advantage as defined in the Prevention of Bribery Ordinance (Cap. 201) and require all its office-bearers, employees, contractors and agents to declare and avoid any conflict of interest; and
- (e) To use necessary experience, skill, care, diligence and expertise, and to procure its employees and agents who are engaged to carry out the Plan, to use the necessary experience, skill, care, diligence and expertise to ensure that the Plan will be carried out in a professional, timely and diligent manner.

12. The Grantee hereby –

- (a) consents, agrees and authorises the Government without further notification to disclose, verify and/or exchange all and any information and data (“the Data”) related to the Grantee’s constituent committees (including other third parties) for the purposes of and in relation to the consideration, review and evaluation of the Grantee’s application for the Grant and the Grant hereby allocated or for the maintenance of the Grant made or in respect of the continuation of the Grant made or to be made, or in relation to the use of the Data in the Government’s discretion in the general policies, requirements, decisions and related activities and matters of the Government in the administration of and for publicity as part of the general transparency of the Government in the discharge of its functions and duties. The Grantee shall obtain the consent of data subjects and comply with the Personal Data (Privacy) Ordinance (Cap. 486) (“PDPO”) before disclosing or transferring the Data obtained from data subjects to the Government; and
- (b) accepts and authorises that all Data are supplied to the Government in connection with the application for the Grant and in connection, first, with the making, maintaining, reviewing, assessing, recovering and publicising the Data for the direct primary purpose of the Grant, and secondly, the objectives of the Government for the wider but equal secondary purpose of recording, storing, identifying and making available the Data for public access and fully informing the public of the performance of the Grantee from time to time and at all times in the necessary discharge of its statutory responsibilities and that failure so to treat and deal with the Data may result in the Government being unable to discharge its functions properly and efficiently and that such treatment of and dealing with the Data are accordingly hereby fully and irrevocably authorised by the Grantee. The Grantee hereby indemnifies the Government against all third party claims in this regard including without limitation

employees of or consultants to and any other direct or indirect providers of services or benefits to the Grantee.

13. The Grantee shall take steps to implement internal control and monitoring, succession planning of all office-bearers and employees; and shall conduct in a proper and lawful manner all its business and activities, including but not limited to the implementation of the Plan.

Assignment, Sub-contracting and Transfer

14. This Agreement is personal to the Grantee. The Grantee shall not, without the prior written consent of the Government, assign, sub-contract or otherwise transfer this Agreement or any part, share or interest therein.

Insurance

15. (a) The Grantee shall effect and keep in force during the Grant Period a public liability policy of insurance in the joint names of the Government and the Grantee for all the activities under the Plan in the insured sum of not less than HK\$6.5 million for each Grant Period for the occurrence of any single accident and unlimited number of claims for the Grant Period or in any other insured sum to be directed by the Government with a reputable insurance company authorized under the Insurance Companies Ordinance (Cap. 41). The insurance policy shall cover liability to pay damages and compensation for injury to or death of any person and for loss of or damage to any property where such injury, death, loss or damage is caused by or arises out of any act, omission or negligence of the Government, the Grantee or any of their employees or agents for any activity under the Plan. The Grantee shall ensure that any public liability shall be adequately covered by the policy of insurance.
- (b) The Grantee shall provide a copy of the policy of insurance to the Government upon the Government's demand free of charge.
- (c) If the public liability policy of insurance provides for the payment of any amount of excess or compensation to be borne by the insured parties, the Grantee shall be solely responsible for such payment and shall reimburse the Government forthwith if the Government shall be required to make such payment.
- (d) The Grantee shall report any accident and claim in respect of any of the activities under the Plan and provide relevant information within fourteen (14) days to the Government and report such accident and claim to the insurance company as may be required by the policy of insurance.
- (e) The Government shall be at liberty to give instructions to and liaise with the insurance company directly in respect of such accident and claim if it so desires.

Indemnity

16. (a) The Government and its employees or agents shall not be under any liability whatsoever for or in respect of –

- (i) any loss of or damage to any of the Grantee's property or that of its office-bearers, employees, contractors or agents howsoever caused except by any act, omission, default or negligence of the Government or any of its employees or agents or otherwise; and
 - (ii) any injury to or death of any of the Grantee's office-bearers, employees, contractors or agents save and except any such injury or death caused by the negligence of the Government or any of its employees or agents.
- (b) The Grantee shall indemnify the Government and its employees or agents against any claim or demand made against or liability incurred (including all costs, charges or expenses whatsoever) by the Government or any of its employees or agents in respect of –
 - (i) any loss, damage, injury or death referred to in sub-Clause (a) of this Clause save and except loss, damage, injury or death caused by the negligence of the Government or any of its employees or agents; and
 - (ii) any loss of or damage sustained by or any injury to or death of any third party in consequence of any act, omission, default or negligence of the Grantee or any of its office-bearers, employees, contractors or agents.
- (c) The Grantee shall indemnify the Government against any loss of or damage to any property of the Government or of any of its employees or agents or any injury to or death of any employee or agent of the Government arising out of any act, omission, default or negligence of the Grantee or any of its office-bearers, employees, contractors or agents.
- (d) For the purposes of this Clause 'negligence' shall have the same meaning as that assigned to it in Section 2(1) of the Control of Exemption Clauses Ordinance (Cap. 71).
- (e) Without prejudice to Sub-Clauses (a) to (d) hereinabove, the Grantee shall indemnify the Government and keep the Government fully and effectively indemnified against any and all losses, claims, damages, costs, charges, expenses, liabilities, demands, proceedings and actions which the Government may sustain or incur or which may be brought or established against it by any person and which in any case arises out of or in relation to or by reason of, but not be limited to, the following –
 - (i) the negligence, recklessness or wilful misconduct of the Grantee or its office-bearers, employees, contractors or agents;
 - (ii) the breach or the non-performance or non-observance of any of the warranties and undertakings, obligations or conditions by the Grantee or its office-bearers, employees, contractors or agents under this Agreement;
 - (iii) any unauthorised act or omission of the Grantee or its office-bearers, employees, contractors or agents.
- (f) The indemnities, payment and compensation given in pursuance of this Agreement by the Grantee shall not be defected or reduced by reason of any failure or omission of the Government in enforcing any of the terms and conditions of this Agreement, or in supervising or controlling the Grantee's operation or method of working.

Termination

17. The Government shall be entitled to terminate this Agreement forthwith but without prejudice to any other rights and remedies which the Government has or may have under various circumstances including but not limited to the following –
- (a) the Grantee goes into liquidation or a petition is being filed for the bankruptcy or the winding up of the Grantee's business otherwise than for the purpose of a reconstruction or amalgamation previously approved by the Government in writing or the Grantee becomes insolvent or makes any composition or arrangement with creditors;
 - (b) the Grantee, being a company shall pass a resolution or the court shall make an order for the liquidation of its assets, or a receiver or manager shall be appointed on behalf of the debenture holders, or circumstances shall have arisen which entitled the court or debenture holders to appoint a receiver or manager;
 - (c) non-payment of any sums due from the Grantee to the Government in accordance with the terms and conditions of this Agreement;
 - (d) the Grantee assigns, sub-contracts or transfers or purports to assign, sub-contract or transfer this Agreement or any part thereof without the prior written consent of the Government;
 - (e) the Grantee fails and/or neglects to carry out the obligations under this Agreement or any part thereof;
 - (f) the Grantee fails to fulfil the obligations under this Agreement or any part thereof with due care and diligence or in accordance with the terms and conditions of this Agreement despite previous warning by the Government;
 - (g) the Grantee is or has been unnecessarily or unreasonably delaying the fulfilment of its obligations under this Agreement or any part thereof;
 - (h) the Grantee is in breach of any of the terms and conditions of this Agreement; and
 - (i) the contravention of any provision of the Prevention of Bribery Ordinance (Cap. 201) by any of the Grantee's office-bearers, employees, contractors or agents in connection with or in the fulfilment of the obligations under this Agreement.
18. Notwithstanding anything herein to the contrary, the Government may at any time, at its option and without cause, terminate this Agreement by giving the Grantee 14 days' prior written notice of such termination (or at an agreed period of time between the Government and the Grantee).
19. (a) If this Agreement is terminated in accordance with the terms and conditions of the Agreement –
- (i) The Government shall not be obliged to make further payment of the Grant to the Grantee;
 - (ii) The Government shall not be responsible for any loss and expenses suffered or incurred by the Grantee due to the termination of this Agreement;

- (iii) The Grantee shall not be eligible to use the unspent balance of the Grant and shall forthwith return such balance to the Government.
 - (b) The rights of the Government hereinabove are in addition to and without prejudice to any other rights the Government may have whether against the Grantee directly or pursuant to any indemnity.
 - (c) Any termination of this Agreement howsoever occasioned shall not affect any accrued rights or liabilities of either party.
 - (d) The Grantee shall be liable for all expenses necessary incurred by the Government as a result of the termination of this Agreement.
20. The remedies available to the Government in this Agreement and the Government's rights under Clauses 3(e), 3(g), 3(h), 3(i), 15(c), 16(b), 16(c), 16(e), 16(f) and 19 shall survive the expiry or termination of this Agreement and the Government may seek any remedy and exercise any such right upon any breach committed by the Grantee or discovered by the Government before or after the expiry or termination of this Agreement. Any money due and payable to or demanded by the Government under this Agreement may be deducted from any money payable by the Government to the Grantee under this Agreement or any other agreement, in any form, made between the Government and the Grantee in the past, present or future. Any money due and payable to or demanded by the Government under any previous agreement in any form of Government subvention may be deducted from any money payable by the Government to the Grantee under this Agreement.
21. Should the Grantee have a legitimate reason to terminate this Agreement, the Grantee shall make an appropriate submission in writing with full justifications, including a plan to show how the balance of the Grant is to be repaid to the Government for the Government's approval three (3) months before the proposed termination date.

Conflict of interests

22. (a) The Grantee shall during the term of this Agreement:-
- (i) ensure that it (including its associates and associated persons, each of its, office-bearers or employees, each sub-contractor, and their associates and associated persons) shall not undertake any service, task or job or do anything whatsoever for or on behalf of any third party (other than in the performance of this Agreement) which conflicts, or which may be seen to conflict, with the Grantee's duties to the Government under this Agreement, without prior written approval of the Government; and
 - (ii) forthwith notify the Government in writing of all or any facts which may reasonably be considered to give rise to a situation where the financial, professional, commercial, personal or other interests of the Grantee or its associates or associated persons, or any of the Grantee's sub-contractors or any of the Grantee's, office-bearers or employees, or their associates and associated persons, conflict or compete, or may conflict or compete, with the Grantee's duties to the Government under this Agreement.
- (b) The Grantee shall carry out the Plan on an impartial basis without giving favour to any particular product, service or equipment in which the Grantee has a commercial interest.

The Grantee shall notify the Government in writing immediately upon knowing of any actual or potential financial, professional, commercial, personal or other interests that the Grantee or its associates or associated persons, or any of its sub-contractors or any, office-bearers or employees of the Grantee or their associates or associated persons may have in, or of any association or connection which the Grantee or the aforesaid persons may have with, any product, service or equipment proposed or recommended by the Grantee under this Agreement.

- (c) The Grantee shall ensure that its associates and associated persons, each of its sub-contractors and each of the Grantee's office-bearers or employees and their associates and associated persons shall keep themselves informed and shall inform the Grantee and keep it informed regularly of all facts which may reasonably be considered to give rise to a situation where the financial, professional, commercial, personal or other interests of such persons, conflict or compete, or may conflict or compete, with the Grantee's duties to the Government under this Agreement.

Notice

23. (a) Each notice, demand or other communication given or made under this Agreement shall be in writing, and may be delivered or sent to the relevant party at its address or fax number set out below (or such other address or fax number as the addressee has by five (5) days' prior written notice specified to the other party):

To the Grantee:

Hong Kong Football Association
55 Fat Kwong Street
Homantin
Kowloon
Hong Kong.
Attention : Mr Mark SUTCLIFFE, Chief Executive Officer

Fax Number : (852) 2768 8825

To the Government:

Home Affairs Bureau
13/F Central Government Offices (West Wing)
2 Tim Mei Avenue
Hong Kong
Attention : Miss Petty LAI, Principal Assistant Secretary for Home Affairs (Recreation and Sport)¹

Fax Number : (852) 2519 7404

- (b) Any notice, demand or other communication so addressed to the relevant party shall be deemed to have been delivered (i) if delivered by hand, when actually delivered to the relevant address; or (ii) if delivered by registered post, on the date it is officially recorded as delivered to the intended recipient by return receipt or equivalent; or (iii) if delivered by

ordinary post, on the expiry of two (2) days after the same is put into the post in Hong Kong; or (d) if delivered by fax, when dispatched (with confirmed transmission report).

Variation of Contract

24. Subject to the provisions of this Agreement, no waiver, cancellation, alteration or amendment of or to the provisions of the Agreement shall be valid unless made in writing and duly signed by both parties.

Entire Agreement Clause

25. This Agreement and the documents referred to herein shall constitute the entire agreement concerning the subject matter hereof and shall supersede any and all prior representations, warranties and undertakings in respect of the subject matter herein.

Severability

26. If at any time any provision of this Agreement is or becomes illegal, invalid or unenforceable in any respect, such provision shall, to that extent, be deemed not to form part of this Agreement without affecting the legality, validity and enforceability of the remaining provisions of this Agreement.

Time of Essence and Waiver

27. Time shall be of the essence for the purpose of the performance of the Grantee's obligations under this Agreement, but no waiver, failure by either party to exercise and no delay by either party in exercising any right or remedy available to it under this Agreement or in law or in equity shall operate as a waiver of such right or remedy, nor shall any single or partial exercises of any such right or remedy preclude any other or further exercise thereof nor shall any such failure to exercise, or delay in exercising, or single or partial exercise of, any such right or remedy preclude the exercise of any other right or remedy. The rights and remedies of each party herein contained shall be cumulative and not exclusive of any other rights or remedies provided by law or in equity.

Governing Law and Jurisdiction

28. This Agreement shall be governed by and interpreted in accordance with the laws of the Hong Kong and the parties hereby irrevocably submit to the exclusive jurisdiction of the courts of Hong Kong.

Definitions and Interpretation

29. In this Agreement, unless the context otherwise requires, the following expressions shall have the following meanings:

“associates” in relation to any person means:-

- (i) a relative or partner of that person; or
- (ii) any body of persons (corporate or unincorporate) one or more of whose directors is in common with one or more of the directors of that person.

“associated person” in relation to another person means

- (i) any person who has control, directly or indirectly, over the other; or
- (ii) any person who is controlled, directly or indirectly, by the other; or
- (iii) any person who is in controlled by, or has control over, a person at (i) or (ii) above.

“control” in relation to another person means the power of a person to secure—

- (i) by means of the holding of shares or interests or the possession of voting power in or in relation to that or any other person; or
- (ii) by virtue of powers conferred by any constitution, memorandum or articles of association, partnership, agreement or arrangement (whether legally enforceable or not) affecting that or any other person; or
- (iii) by virtue of being or holding office as a director in that or any other person, that the affairs of the first-mentioned person are conducted in accordance with the wishes of that other person.

“office-bearer” means any person who is the president, vice-president, secretary, treasurer or member of the Grantee’s governing body or committees

“relative” means the spouse, parent, child, brother or sister of the relevant person, and, in deducing such a relationship, an adopted child shall be deemed to be a child both of the natural parents and the adopting parent and a step child to be a child of both the natural parent and of any step parent.

30. In this Agreement, except where the context otherwise requires:

- (a) References to statutes or statutory provisions shall be construed as references to those statutes or statutory provisions as replaced, amended, modified or re-enacted from time to time; and shall include all subordinate legislation made under those statutes;
- (b) headings to Clauses are for reference only and do not affect the interpretation of this Agreement;
- (c) any agreement, consent or approval to be given by the Government may be given or withheld in its discretion, and subject to any conditions as the Government may consider appropriate, must be in writing, must be given before the act or matter or thing for which agreement, consent or approval is required and must be signed by the Government or a duly authorized person on its behalf. Failure by the Government to give any agreement, consent or approval shall be deemed a denial or refusal;
- (d) Words importing the singular include the plural and vice versa; words importing a gender shall include every gender; words importing the whole shall be treated as including a reference to any part of the whole; references to any person shall include references to any individual, partnership, firm, corporation, body corporate or unincorporate (wherever established or incorporated).

In witness whereof the parties have executed this Agreement the day and year first above written.

SIGNED for and on behalf of the
Government of the Hong Kong Special
Administrative Region



Principal Assistant Secretary
(Recreation and Sport)¹
Home Affairs Bureau

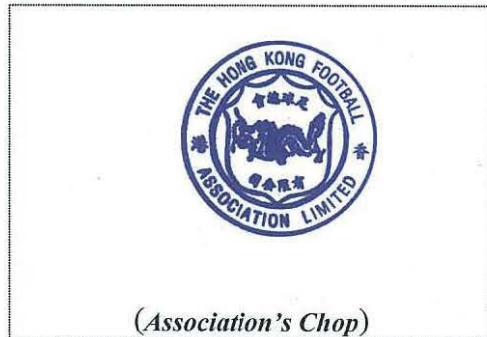
SIGNED for and on behalf of the
Hong Kong Football Association Limited



Chairman



(HAB's Chop)



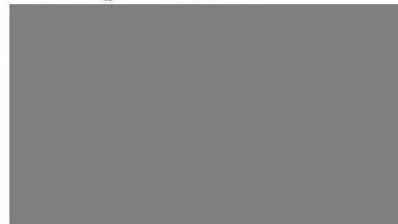
(Association's Chop)

in the presence of



Assistant Secretary
(Recreation and Sport)²
Home Affairs Bureau

in the presence of



Chief Executive Officer

Aiming High – Together

A Five-year Strategic Plan for Football in Hong Kong 2015-2020

Executive Summary

This Executive Summary gives an overview of the salient points of the five-year strategic plan for football. It is not a comprehensive report and should be read in conjunction with the full strategy document.

Aiming High – Together - A Vision

“To transform football in Hong Kong through a systematic and integrated strategic plan, so that players can become competitive against the best in the world and so that all organisations, systems, processes and resources are consistently focused on producing an environment which helps and motivates individuals, teams and clubs to reach their potential in their chosen area of football whether it be playing, officiating, coaching or managing.”

Aim of the HKFA Football Development Strategy:

To raise the standard of football in Hong Kong whilst ensuring that there are opportunities for all to play and fulfill their potential.

Aiming High – Together is a five-year Strategic Plan from 2015 to 2020 for Football Development in Hong Kong from the grassroots to high performance. The plan is ‘player-centric’ - the basic philosophy is: **putting players first**. This Strategic Plan aims to ‘join up’ all of the facets of football. Whilst the HKFA will lead the implementation of the plan it will need buy-in from all football stakeholders in Hong Kong.

Introduction - Recent Improvements as a catalyst for development

Since the Government's Football Development Strategy, 'Dare to Dream' was published in 2010 and the **Project Phoenix** report was completed in 2011 there have been positive changes:

- There has been a re-organisation of the structure of the HKFA board and the association has developed stronger governance and executive capabilities
- There is a more strategic approach to the planning of football activities
- Additional Public Sector funding has been made available linked to Project Phoenix
- Additional technical expertise has been brought into the HKFA
- Plans for the Football Training Centre continue to take shape
- The Hong Kong Premier League commenced in time for the 2014/15 season
- South China FC and Kitchee FC have received AFC Champions League Licences
- Some professional teams have started to put in place structured youth development programmes
- The World ranking of the Men's team has risen and the team has been competitive in the Asian Cup
- The Hong Kong U16 team has qualified for the Asian Cup finals in 2014 (the first time an age group team from Hong Kong has qualified for the finals of a regional tournament)
- The Women's Football Association has been incorporated into the HKFA and many new girl's and women's programmes and activities have been developed
- A range of Futsal initiatives have been instigated focusing on the schools
- The Coach Education programme has been expanded
- More referees are being recruited, trained and assessed

These are all steps in the right direction and indicators that positive change is happening. Project Phoenix has started the ball rolling but it is only the start of a long journey. **Aiming High - Together** looks to put in place the coalition of factors that will lead to the top.

Aiming High - Together - Prerequisites for Success

The critical success factors that will enable football to flourish include:

- **Governance and Leadership;** inspirational and influential people at the top of football organisations
- **Resources;** people, equipment, facilities and money aligned to deliver the strategic plan
- **Philosophy;** one agreed Hong Kong style of play and a system for continuous delivery and review
- **Players and Opportunity;** a large talent pool with technically competent footballers playing in a competitive environment with a fully professional League at the apex
- **Coaching;** the bedrock for success is people who understand the style of play and have the skills, knowledge and ability to teach and to motivate

Aiming High - Together - Existing Constraints

The limiting factors that still inhibit the quality of football in Hong Kong include:

- **Lack of a Strategic and Joined-up Approach**
- **No Consistent Style of Play**

- **Insufficient Good Quality Facilities**
- **Lack of Expertise in Key Areas**
- **Lack of Player Career Prospects**

These factors create a situation where it is not possible for Hong Kong players to become as good at football as players from other countries.

If one accepts the conventional wisdom that it takes around 10,000 hours of purposeful 'deep' practice over say 15 years (equivalent to 13 hours a week) to develop the technique necessary to be a world-class footballer, then we must create the environment in which that can happen (or at least get as close to it as possible).

We must improve every aspect of football development to give all players the best chance of success. We must ensure that the systems, structures, facilities and resources are put in place to allow footballers to practice longer, harder and smarter.

There are undoubtedly a lot of talented footballers in Hong Kong. Unfortunately talent alone is not enough; it needs to be blended with opportunity and relentless hard work. **Practice** will only take a player so far however. If they are to become truly effective they need regular high quality **competition**. It is only by pitting the best against the best on a regular basis that the skills learned in practice will be honed alongside competitive instinct.

Aiming High – Together – Ten Key Goals

Through the implementation of this plan we aim to:

1. Develop a consistent style of play that yields better standards at all levels and introduce this style of play throughout Hong Kong football
2. Improve coach education through the development of a syllabus and the organization of courses that reinforce the Hong Kong style of play
3. Develop a 'high performance' football culture through the establishment of youth Academies at National and Professional Club level
4. Achieve higher AFC/FIFA ranking for all Hong Kong teams (senior, youth men's, women's)
5. Become more competitive at international competitions in both men's and women's football (Asian Cup, East Asian Games, Asian Games, Olympics, World Cup etc)
6. Significantly increase the number and quality of players, coaches and officials
7. Improve the quantity, quality and accessibility of football facilities across Hong Kong
8. Encourage more people to play football more often and to a higher standard

9. Introduce a more competitive structure for Hong Kong leagues and cup competitions, including a fully professional 'Premier' Football League with home venues, commercial revenue and higher levels of spectators
10. Make football a career that young players can aspire to with effective player welfare

Aiming High – Together – 18 Key Targets and Performance Indicators

The success of this strategy will be measured by the extent to which we can deliver the following outcomes:

- A **Hong Kong Football Curriculum** based on a the Hong Kong 'style' by early 2015
- Revised **Coach Education** Courses linked to the new Curriculum by April 2015
- The introduction of a **football development plan** which maximizes participation, utilizes the HK Football Curriculum and includes pathways from beginner to international player by the start of the 2015/16 season
- Men's Senior Team **FIFA** Ranking averaging 130 within 5 years (and 100 within ten years)*
- Men's Senior Team **AFC** Ranking averaging 15 within 5 years (and top 10 within ten years)*
- Men's Representative Team U23 Qualifying for the Olympics in 2020
- Women's Senior Team **FIFA** Ranking Top 50 within 5 years *
- Women's Senior Team **AFC** Ranking Top 10 within 5 years *
- 100% increase in the number of young people taking part in HKFA **grassroots and youth** football activities and programmes within 5 years
- 100% increase in **girls and women's** participation on HKFA programmes within 5 years
- Introduction of 'representative' age group teams for girls and women's football within 3 years
- 20,000 participants on HKFA **Futsal** programmes in conjunction with schools and Districts within 3 years
- Increase in **qualified coaches** from 800 to 2,000 including 760 new 'D' Licences, 480 new 'C' licences, 144 new 'B' licences and 48 new 'A' licences within 5 years
- Increase in **qualified referees** from 176 to 338 including 20 new Class 1 referees, 2 new FIFA referees and 28 new referee assessors/instructors within 5 years
- Sustainable and independent fully professional **Premier League** with average attendances of 3,000 within 5 years (Benchmarks 2014/15 season 1,250, 2015/16 1,600, 2016/17 2,000, 2017/18 2,500)
- **Restructured Leagues** feeding into the Premier League including a new 'Reserve' League and High Performance Youth League by the 2015/16 season
- More **inclusive HKFA with wider Membership** including accreditation schemes for Clubs and Soccer Schools by the end of 2015 (Benchmarks end 2015 Membership 80, end 2017 100)
- An agreed '**hierarchy**' of football facilities with better quality and culminating in a **Football Training Centre** by 2016/17

**It should be noted that the FIFA Rankings should be used as a benchmark only because the relative performance of other countries is outside of the control of the HKFA.*

The HKFA will provide an annual report on these indicators throughout the strategy period. It should also be noted that the achievement of these targets and performance indicators is subject to the provision of the identified resources required, including additional venues and funding.

Football Development Systems and Structures

'Game Changers'

Aiming High – Together is based on a systematic and coordinated **player development continuum** where every footballer is given the chance to participate and progress to their level of competence and where the most talented footballers are identified at an early age and given more and better quality training and conditioning. This strategic plan has been written to focus on the major changes that will make a difference.

Implementing the changes identified below over the next five years should enable Hong Kong to:

- Establish a systematic and coordinated approach to football development
- Define, agree and implement a consistent style of football across Hong Kong through the development of a National Curriculum
- Get more people playing football, more often and to a higher standard
- Equip developing players with the four 'pillars' of football performance; technique, tactical knowledge, physical attributes and mental strength
- Develop a better system for talent identification that is objective and effective
- Develop a 'high performance' culture
- Align Coach Education courses and programmes to the new approach
- Coordinate the requirements of the football development plan with the use of facilities
- Monitor the effectiveness of players, coaches, activities, programmes and systems
- Make the HKFA more inclusive by overseeing and assisting all football development activity in Hong Kong

To implement the plan, we will need to make changes in a number of fundamental and **inter-related** areas. These are discussed below (numbers in brackets refer to the recommendation serial number in the full strategy document):

Game Changer 1 - Hong Kong Style of Play and National Curriculum

Current Situation: There is no recognizable uniform 'style' or 'style' of play in Hong Kong.

What needs to change? Introducing a '**Hong Kong Football Curriculum**' that articulates a consistent style and system of play will result in better player development. The curriculum will cover all aspects of football development from the grassroots up to the elite level and include modules on men's and boy's, women's and girls' football, futsal and coach education.

Key Recommendation:

- Hong Kong Football Curriculum – development of a Hong Kong style to be implemented consistently. The curriculum will set out the coaching methods and standards appropriate to each age and phase of the player development continuum. The Curriculum will be reflected in the Coach Education syllabus (#FDP1).

Game Changer 2 - Consistent Player Development

Current Situation: The passage of a footballer in Hong Kong from beginner to elite is currently ad hoc. Many organisations are involved in delivering football programmes including the HKFA, schools, amateur clubs and leagues, commercial soccer schools etc. There is very little structure or communication and this results in a lack of coordination. As a result opportunities for structured progression are limited.

What needs to change? Hong Kong football needs a well-structured and strategic football development continuum. This will involve a number of stages of progressive development:

- **Stage 1 – Pre-school and early years Education**
- **Stage 2 – Grass roots (6-12)**
- **Stage 3 – Youth Development (13-18)**
- **Stage 3a - Youth Development (13-18) Talented Player - Pathways**

There should be a clear development pathway through grassroots programmes to youth programmes and if the person is good enough they should progress through Regional Centres of Excellence into a central High Performance Squad or Professional Club Academy. The HKFA should have an overview of all football activity in Hong Kong so that opportunities for progression are open to all. If implemented effectively the player development continuum will be delivered and its success measured in terms of:

- More boys and girls playing football
- Better standard of coaching leading to better quality players
- A bigger and better talent pool for Clubs to pick from
- More success on the pitch at all levels in professional clubs and international competition

Key Recommendations:

- Football Development Player Pathway – Hong Kong football should adopt and implement a structured system for developing players involving all providers of football opportunities working together for the benefit of player development. (see Annex 1) (#FDP2)
- HKFA School Sport Coaching Programme –improve the scale and scope of the scheme. (#FDP3)
- Amateur Clubs' and Commercial Soccer Schools' Accreditation Programme – the introduction of a voluntary accreditation programme and affiliation to the HKFA. (#FDP4)
- HKFA Summer Youth Programme –reduce to July/August and extend to all 18 Districts as a talent ID opportunity linked to youth programmes. (#FDP5)
- Professional Club Academies – the HKFA should set the criteria for the development of Club Academies linked to the Club Licence criteria. (#FDP9).
- High Performance Academy. In the short to medium term (until the Club Academy system is fully developed), the HKFA should operate central academy squads for the very best players at U13, U14, U15, U16, U17 and U18. (#FDP10)

- High Performance Youth League – once established the Club Academies, Central Academy and the Regional Centres of Excellence should play in a separate High Performance League. (#FDP11)

Grassroots Football

Current Situation: Because there is no consistent style of play or curriculum to follow, young children (aged 6 to 12) are introduced to football in many ways and at different times. The quality and effectiveness of teaching and learning is variable. The importance of this stage of a player's development cannot be over-stated. Players must acquire the core skills, techniques and basic understanding of football between 6 to 12 years of age. The core foundations of coordination, technique and attitude must be instilled. Tactical awareness, physical conditioning and mental toughness can be built on later but if basic skills are lacking after this period, it will be very difficult to catch up.

What needs to change? The Curriculum will set out age-related progressions based on a small-sided games approach where young boys and girls are taught the skills of a footballer in a systematic and structured way.

Key Recommendations:

- That the HKFA organises a Hong Kong-wide Grassroots programme based on the new National Curriculum (#FDP1) and Coach Education syllabus (#GR1)
- To establish a grassroots football 'volunteer' programme designed to provide a 'pipeline' of enthusiastic people to attend the HKFA 'entry-level' courses (#GR4)
- To create a new 'brand' for grassroots football in Hong Kong and develop a marketing and promotion strategy designed to maximize opportunity for all in conjunction with the Education sector (#GR5)

Youth Development

Current Situation: Youth development (13 – 18) as a progression from grass roots football is fragmented across Hong Kong. The quality of coaching, training and competition is variable and there is no recognizable style or coordinated coaching syllabus.

The biggest problem at this age is the lack of opportunity to play often enough. In developed football countries aspiring footballers train and play between 10-15 hours a week. Due to the lack of facilities, variable standards of coaching and other pressures, Hong Kong footballers suffer from a lack of both quality and quantity of training and competing.

What needs to change? A more systematic approach is required. Coaches should adopt the curriculum so that players are taught in a structured way. Access to good quality facilities must be improved so that the frequency and intensity of training can be significantly enhanced. From the age of 13, children should progress to play 11 v 11, building on the grass roots small-sided games approach.

The emphasis should be on player development rather than 'win at all cost'. Time on the pitch should be maximised to give the players as much opportunity to have been exposed to 10,000 hours by the time they are 18 to 21.

Key Recommendations:

- District-based Development Programme –to build on the **grass roots programme**. Youth programmes should operate at six age groups (U13, U14, U15, U16, U17 and U18). Training

should be held at least twice a week. Amateur (affiliated Clubs) and Commercial Soccer Schools should be invited to join the Leagues and the leagues separated into Divisions based on ability. (#FDP 7)

Talent Identification and Development

Current Situation: There is no systematic approach to the identification and development of talent. Players with exceptional ability are often not 'scouted' or given any special treatment if found.

What needs to change? Potential elite footballers must be spotted at an early age and given preferential treatment. They should receive expert tuition and be given the opportunity to train more frequently and to compete in a more structured environment where the best play against the best. Better players should be selected for additional training and coaching during their formative years. These 'stars of the future' should be given every assistance and should play against other talented players based on the 'best v the best' philosophy. Their development and performance should be constantly monitored to ensure that they continue to improve. The HKFA should work with other stakeholders such as schools and commercial soccer schools to provide coordinated opportunities.

Key Recommendations:

- Regional Centres of Excellence – to be improved and enhanced and seen as a high priority. Regional Supervisors to pick the best players from each District to attend training sessions taken by better qualified coaches. (#FDP8)

'High Performance' Football

Current Situation: As described above, talented players 'emerge' by accident in Hong Kong rather than being systematically developed. Our players are usually significantly behind elite football players in other countries because they simply do not get sufficient time to train and play. Hong Kong's elite footballers have no dedicated training facilities and very little sports science support.

What needs to change? There needs to be a fundamental change in the support given to elite football. This needs to start at the grass roots and youth development stages; indeed throughout the player development cycle. Elite players must be given an opportunity to compete on a level playing field with other countries. This involves improving access to facilities at all ages and being given support from elite coaches and sports scientists. Once elite players are in the system they must be given every opportunity to become full time professional footballers if they are good enough and that is what they want. This means better facilities, sports science and medical support, analysis and evaluation and the best coaching available. Top quality competition must be arranged as well.

Key Recommendations:

Representative Teams

- That the Hong Kong Representative Teams be allocated additional resources to help them to train and prepare for competition. Resources to include; people, facilities, support, technology (#HP1)
- That Hong Kong bids to host international football tournaments and competitions (#HP2)

'Testing, Training and Caring'

- **Testing.** The HKFA should work in partnership with the HK Higher Education sector to implement a scientific study into the physiological and psychological needs of players and to establish conditioning benchmarks for footballers of different ages (#TTC1)
- **Training.** The HKFA should also employ a fulltime conditioning coach and a physiotherapist for the Senior and Academy teams. (#TTC3)
- **Caring.** The HKFA should instigate a medical programme to guarantee the health and well-being of footballers to include: Annual Screening, Medical Passport and Database, Access to Medical Advice for players and clubs, equipment, research. (#TTC4)

Player Eligibility

- The HKFA should encourage players to become eligible by adopting an inclusive approach to player selection and involvement (#PE1)
- The HKFA should implement a more pro-active international 'scouting' system to identify players that are or could become eligible to play for Hong Kong (#PE2)

Links with Education

- The HKFA in conjunction with the Education sector should investigate and implement ways in which a career in football can be pursued in conjunction with achieving academic success including; offering scholarships and bursaries both within Hong Kong and overseas. (#E1)

Game Changer 3 – Professional Football

Current Situation: In the 2013/14 season 12 'professional' teams participated in the HKFA 12st Division. A new Licence system has been adopted for the 2014/15 season to coincide with the launch of the new Premier League. Nine teams have been granted Licences. The quality of these varies as does the level of resources at their disposal. Generally the popularity of the 'top tier' of football in Hong Kong has been diminishing since the heydays of the 70s and 80s. There are many, well-documented reasons for this decline.

What needs to change? The standard of football needs to be improved so that more people are encouraged to support local teams. Many of the initiatives described in this strategy should do just that but it is acknowledged that it will take some time for systems to change and for better players to emerge.

In the meantime the league itself must change and clubs must become more professional in their governance, management and operation. The key to this is the establishment of a new Premier League and Licence system.

Football must become a worthwhile career option. The top tier of football in Hong Kong must become more economically viable if it is to encourage young people to aspire to become fulltime.

This means raising the standard of play on the pitch so more people watch and more commercial revenue is generated. This will provide the resources to make playing football more lucrative.

Key Recommendations:

HKFA Premier League

- That the new Premier League established for the 2014/15 season becomes more sustainable and ultimately independent and that the HKFA Club Licence Scheme criteria become 'harmonised' with the AFC Champions League Club Licence requirements. (#PF1)

Youth Development

- That the HKFA works with the Premier League Clubs to establish Youth Academies based on the Club Licencing criteria (#PF3)

Game Changer 4 - Women's Football

Current Situation: Women's football is acknowledged to be the world's fastest growing sport. Participation in Hong Kong remains quite low and the resources given to women's football are limited.

What needs to change? Women's football must be taken more seriously and be allocated more resources at all levels from the encouragement of mass participation to the development of talented players. There should be a similar development continuum with pathways for girls as there is for boys with a coaching syllabus, more playing opportunities and structured competition (see Annex 2).

Key Recommendations:

- The systems, structures and programmes for girl's and women's football will mirror those of the boy's and men's in so far as there will be a Hong Kong Football Curriculum and player development pathways (#WFD1)
- The HKFA will employ a National Coach and Academy Coach (#WFD2)
- The HKFA will work with partners to secure regular and appropriate training facilities for women's football (#WFD3)
- The HKFA will improve the marketing and promotion of girl's and women's football (#WFD4)
- The HKFA Women's Football Department will work closely with the Coach Education Division and Referees Department to increase the number and quality of female coaches and officials (#WFD5)
- The HKFA will promote excellence in women's football through the establishment of leagues, teams, competitions and elite squads/teams (#WFD7)

Game Changer 5 - Futsal

Current Situation: Futsal is a sport in its own right as well as a good introduction to and complementary activity to football. The 5a-side format means that players develop good technique, agility and spatial awareness. Futsal can be played on small hard courts in schools, sports grounds etc and therefore lends itself well to the nature of facilities in Hong Kong. There is room to expand participation in futsal especially within schools for both boys and girls.

What needs to change? Futsal should receive more attention and resources both as a sport and as a contributor to the 11 a side game. There should be increased opportunities created at all ages and for both males and females. There should be similar systematic programmes and activities that create development pathways from beginner to elite player including giving additional resources to international competition.

Key Recommendations:

- The HKFA will adopt a systematic and coordinated approach to the development of Futsal and this will be coordinated with football development to ensure that the synergies are mutually beneficial (#Fut1)
- The HKFA will support the participation of Futsal teams in international competitions (#Fut2)
- The HKFA will organize local competitions within schools and at a community level (#Fut3)
- The Futsal manager will work closely with the Grassroots Manager and Women's Football manager to promote Futsal throughout the Education sector involving schools, colleges and Universities. (#Fut4)
- The Futsal manager will work closely with the HKFA Coach Education Manager and Referees Manager to increase the number of coaches and officials. (#Fut6)

Game Changer 6 - Leagues and Competitions

Current Situation: The HKFA has been slowly increasing the number of youth training schemes and youth leagues and in 2013/14 these operated at U13, U14, U15, U16 and U17/18. The leagues used to operate on a 1 Division basis with District teams playing against Club youth teams and one or two amateur clubs such as HKFC and KCC. A new divisional structure is being introduced in 2014/15 to facilitate a more competitive situation. However due to the lack of facilities teams still do not train or play frequently enough. The current system does not produce good quality footballers. In terms of adult football, the HKFA operates a league with four Divisions. A new professional Premier League of nine teams is in place for the 2014/15 season. There are many amateur leagues in Hong Kong but the HKFA has very little, if any interaction with them.

What needs to change? The structure of leagues in Hong Kong needs to change so that there is a focus on player development. Youth leagues should be more competitive with additional training and more Divisions so teams play against teams of similar standard. The emphasis of youth leagues should be player development.

The HKFA should be more inclusive so that it oversees all football in Hong Kong. This means that amateur clubs and leagues should be affiliated and eventually have an opportunity to play in HKFA organised competitions. There is a need to improve the top tier of football and the new professional Premier League should become more sustainable through additional resources and should eventually become an independent entity. The new league should be based on a Licence system (linked to the AFC) so that clubs have to meet defined criteria.

Key Recommendations:

- The HKFA will ensure that its leagues and competitions are coordinated and progressive and will increase the number of age-group Leagues (U13-U18) and initiate a new High Performance Youth League. (#LCS1)
- The HKFA will re-structure its leagues including the Premier League and will ensure that the Premier League Reserve League is targeted at developing young players i.e. there should be no more than 5 players over the age of 20 on the pitch. (#LCS2)
- The HKFA should increase the accessibility of the FA Cup by initially expanding the format of the competition to include other HKFA affiliated league teams and eventually opening it up to all affiliated Clubs in Hong Kong (#LCS3)

Game Changer 7 - Player Education and Welfare

Current Situation: For various reasons football is not a realistic career opportunity for many young talented footballers in Hong Kong. Footballers do not earn high salaries and they have no transfer value.

What needs to change? A way must be found to make sure that academic achievement and football prowess are not mutually exclusive. This will mean schemes to link Education with Football Development through academies, scholarships, bursaries etc and on-going vocational education of footballers to give them second-career opportunities. A further safety net for footballers could be provided through a Professional Footballers Association that would be responsible for the welfare of players if they are injured or in dispute with their Clubs.

Key Recommendations:

- As part of the introduction of the new Premier League, the HKFA will strengthen its role in monitoring the relationship between the Clubs and Players and ensure that the FIFA Statutes in relation to player status and transfer are adhered to. (#PW1)
- The HKFA will encourage the establishment of an 'independent' Professional Footballers Association and at some stage in the future a similar independent body for Professional Managers and Coaches (#PW2)

Game Changer 8 - Coaching and Coach Education

Current Situation: The standard of coaching in Hong Kong is variable. There are too few qualified coaches operating (or at least registered with the HKFA) and often qualifications are not updated with the latest techniques. Monitoring and evaluation of coaches is sporadic and no minimum standards are set for coaches operating at different levels. Much football coaching takes place outside of the remit of the HKFA through 'commercial' soccer schools. There is no quality control in this area. Generally speaking football coaching is ad hoc, dependent on individuals who work to their own system and therefore young players often do not get the level of expert advice they need to develop and progress.

What needs to change? The HKFA intends to train more coaches to a higher level and maintain their knowledge through regular re-training and evaluation. The quality of coaching sessions needs to be constantly monitored. It is critical that our coach education syllabus reflects the Hong Kong playing style and Curriculum. Minimum standards will be set so for example, those involved in coaching high performance football will have an 'A' Licence as a prerequisite.

Key Recommendations:

- The HKFA will devise a Coach Education syllabus that reinforces and underpins the revised HKFA Football Development Plan and National Curriculum. This will be a progressive 'hierarchy' of qualifications linked to the AFC accredited courses including Youth Leader 1, Youth Leader 2, HKFA 'D' Licence, AFC 'C' Licence, AFC 'B Licence', and AFC 'A' Licence. (#CE1)
- The HKFA will promote its courses across Hong Kong in an inclusive way and will gradually increase the number of qualified coaches in Hong Kong (#CE2)
- The HKFA will employ fewer (but better) coaches and deploy them within the HKFA Development programmes and will regularly monitor their progress. The more ambitious and effective coaches will be selected to attend 'fast-tracked' qualifications (#CE4)
- Minimum standards of qualification will be adopted at the different levels of the HKFA programmes (#CE5)

Game Changer 9 - Refereeing and Officials

Current Situation: Football cannot operate without officials. They are paid low allowances and are frequently shown little respect. As a result there are too few referees and officials.

What needs to change? The standard of refereeing must reflect the standard of football; the whole . Additional referees will be identified and trained to the requisite standard. Referees will be monitored and assessed continuously to ensure on-going improvement.

Key Recommendations:

- The HKFA Referees Manager will gradually and systematically increase the number and quality of referring in Hong Kong by; running more new Referee Courses, introducing Practical Trials, Developing better systems for on-going mentoring and assessment, running more Referee Assessor Courses, improving the communication between referees and other stakeholders and promoting the concept of 'respect'. (#Ref1)

Game Changer 10 - Football Facilities

Current Situation: Hong Kong football faces many problems but undoubtedly the biggest one is the inadequate supply of good quality football facilities. The geography and topography of Hong Kong is such that there are too few facilities to cater for the demand. The facilities that do exist are over-used and the quality of the playing surface is often seriously compromised.

Deficiencies in the allocation of pitches exist at all levels of football from the grass roots programmes to the elite training and playing facilities for clubs and HKFA elite squads. By the time a footballer reaches the age of 18, he or she will have trained and played around 50% of the time enjoyed by footballers from other countries with a better supply of facilities.

What needs to change? There is a need to re-assess priorities and the current quota system. The strategic plan suggests a hierarchy of facilities from the grassroots through to the professional Clubs through to the elite international level. Again minimum standards are required on a District, Regional and National level. At the top of the hierarchy is the provision of a Hong Kong Football Training Centre. This long overdue facility is now critical to the development of football. There is a need for at least a 30-40% increase in the allocation of pitches to the HKFA. Without this, the standard of football will not improve.

Key Recommendations:

- The HKFA will work with partners to agree and implement a standard 'facilities model' across Hong Kong to ensure that there are adequate good quality facilities to deliver this strategic plan and if necessary will agree a revised quota of facilities allocated to football (#FF1)
- The HKFA will work with partners to realize the Football Training Centre at Tseung Kwan O (#FF2)
- The HKFA will work with partners to ensure that the facilities for Professional Football are improved in accordance with the requirements for entry into the AFC Champions League (#FF3)
- That consideration be given to the HKFA taking over the day to day management and operation of the Mong Kok Stadium subject to further and discussion with the Government. (#FF4)

Game Changer 11 - Integrity and Equality

Current Situation: Recent events have shown that football in Hong Kong is not immune to the world-wide threat of corruption and match-manipulation. Indeed there are certain characteristics that make it especially vulnerable.

What needs to change? It is critical that football is 'clean' and seen to be 'clean'. This means being transparent in terms of governance and ensuring that all football stakeholders uphold the highest standards of personal, management and financial probity.

Systems will be put in place to monitor match-manipulation and there will be a zero-tolerance adopted to those that fail to comply with a new code of conduct.

The HKFA will abide by the principles contained in Article 3 of the FIFA Regulations on equal opportunities and anti-discrimination.

Key Recommendations:

- The HKFA will comply with FIFA Statutes and best practice and adopt a 'zero tolerance' approach to match-manipulation and will work with partners to instigate monitoring systems (#Int1)
- The HKFA will work with partners to monitor the use of illegal substances and will take the appropriate action against anyone found guilty of such an offence (#Int2)
- The HKFA will apply a 'zero tolerance' approach to any form of discrimination and will take the appropriate action against anyone not complying with its Equal Opportunities Policy (#Int3)

Game Changer 12 - Resources

Current Situation: In recent years, the HKFA has had a significant injection of additional public money. Football in Hong Kong has the potential to be much better and there is much work that needs to be done (as illustrated by this strategy).

What needs to change? The delivery of the recommendations contained within the strategic plan will require additional resources. Public sector grants and charitable donations will be needed if the HKFA is to remain financially sustainable. It will take time before this financial catalyst results in more commercial revenue streams from gate receipts, broadcasting and sponsorship.

In 2013/14 the HKFA received circa HK\$37m from the Government and will receive a similar amount in 2014/15. This is a combination of Project Phoenix money (circa HK\$20m) and circa HK\$17m as an annual subvention from LCSD. A significant proportion of this (circa 25%) was 'given back' to the Government in the form of stadium levy. If this strategic plan is to be implemented fully an **increase** in funding is required. Over time the intention would be to replace this with commercial revenue but in the short to medium term further investment will be required from Government and Charity sources.

Key Recommendations:

- The HKFA will work with partners and stakeholders to determine priorities, identify resource requirements and optimize the financial position of the HKFA. It will use the resources effectively and efficiently, complying with best practice in financial management and be accountable for all income and expenditure. (#FR1)

Conclusion

Aiming High – Together is an ambitious 5-year plan for the development of football in Hong Kong covering the period 2015 to 2020. Its preparation was one of the key recommendations of Project Phoenix. The investment in Project Phoenix has been important in laying the foundations in certain areas such as improving the governance and administration of the HKFA. Project Phoenix has also provided additional funding for the Human Resources necessary to transform the organization and to identify the plans that will ultimately transform the sport itself.

It will take time for the HKFA to generate significant commercial revenue. In the meantime additional public sector funding is required to take the game forward. Football is the world's most popular participation and spectator sport. Hong Kong is no exception and similarly football is the most popular participation sport in Hong Kong. Hundreds of thousands of people play football on a regular basis and the sport contributes positively to individuals, to communities and to society as a whole. The demand for football as a spectator sport is also massive in Hong Kong. At the moment this is manifested in people watching foreign football on TV or buying tickets to watch visiting overseas teams. This strategy should help to change that and get people back into local stadia as the quality of football improves.

The HKFA should (as the governing body for football in Hong Kong), be the strategic lead and oversee all football in Hong Kong. However the sport is fragmented and the HKFA is involved in a fraction of the football in Hong Kong. There is a need for a much more inclusive and strategic approach across all football stakeholders. This strategic plan is for football in Hong Kong and not just the HKFA. For it to be successful and to deliver the targets and performance indicators it must be adopted and delivered by all of the football stakeholders.

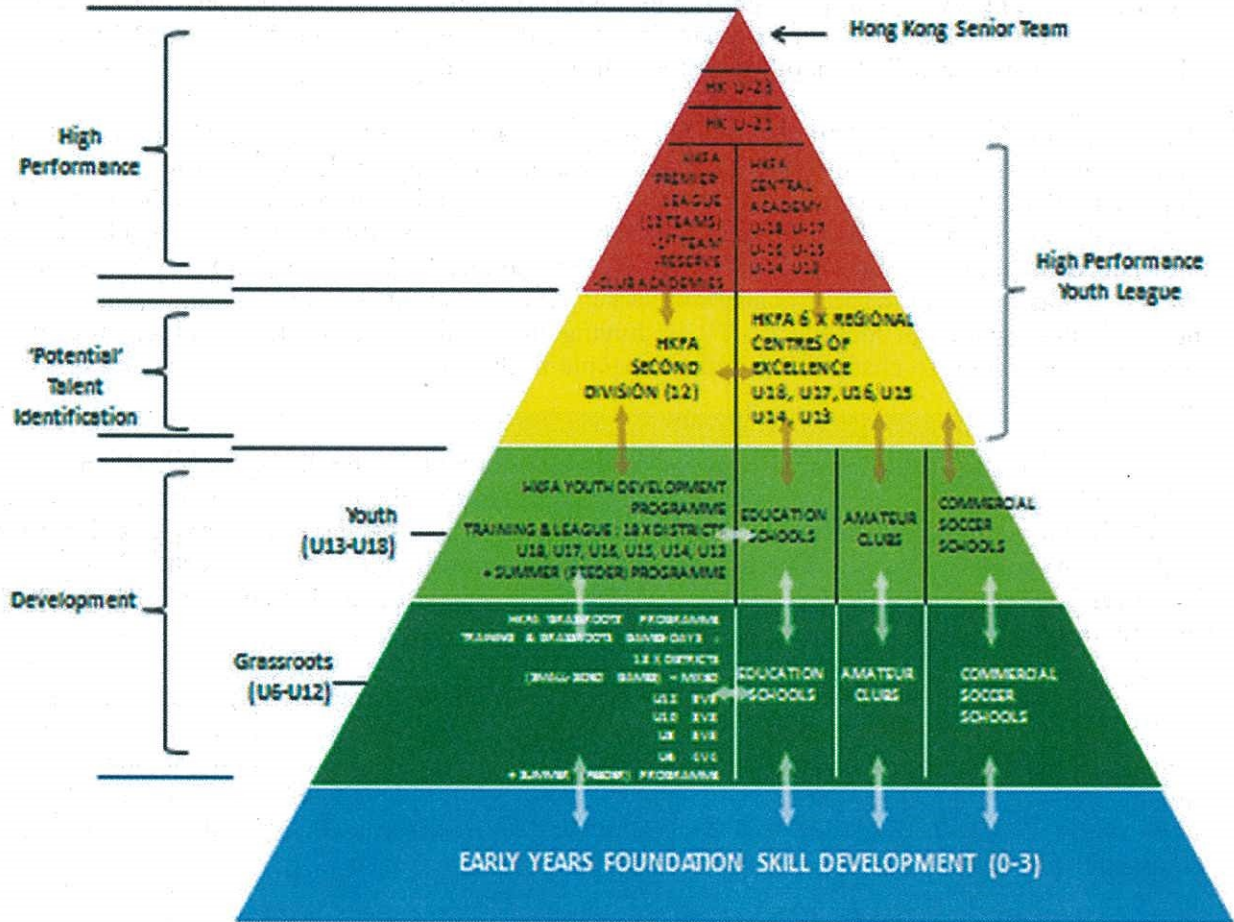
This plan has highlighted the constraints and roadblocks that are holding back the development of football at all levels and has identified the changes that are necessary to transform the sport in Hong Kong. The main challenges relate to funding, facilities, systems and skilled personnel including good quality coaches. Progress can be made in all of these areas but only if there is agreement and tangible buy-in from all stakeholders and concerted effort to implement this strategic plan, hence the name '**Aiming High – Together**'.

In **Aiming High – Together**, the HKFA now has an integrated plan for the development and enhancement of football. The strategy is designed to 'join-up' the various facets of football as well as the different providers and stakeholders. As a result of Project Phoenix the HKFA already has most of the people to lead the transformation process but to do this, the HKFA is now dependent (at least for the foreseeable future) on additional funding and partnerships.

Annex 1



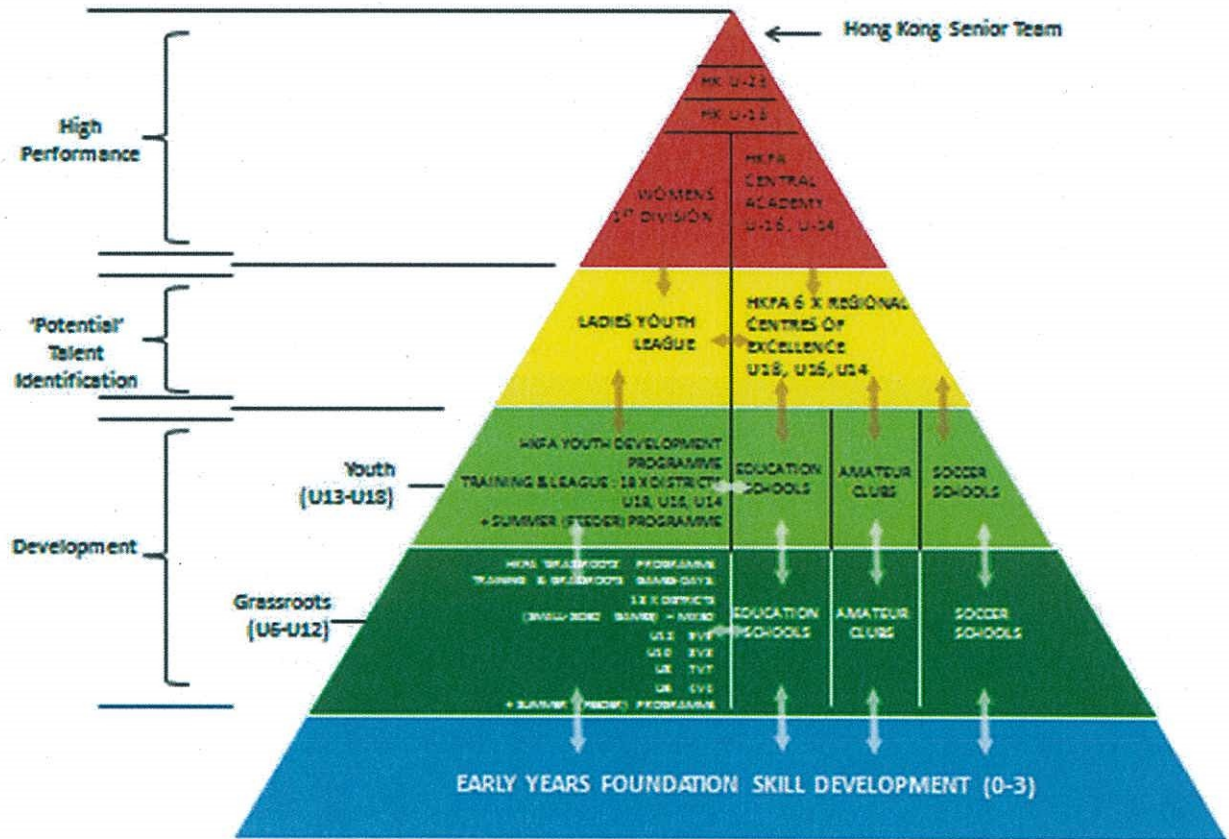
**HONG KONG FOOTBALL DEVELOPMENT
- PYRAMID AND PATHWAYS (BOYS AND MEN)**



Annex 2



**HONG KONG FOOTBALL DEVELOPMENT
- PYRAMID AND PATHWAYS (GIRLS AND WOMEN)**



Performance Targets and Indicators

A. Performance Targets

1. The Grantee shall implement all the recommendations set out in the Plan and in particular shall use its best endeavours to achieve the performance targets set out below -

- (a) **Introduce a Hong Kong Football Curriculum**, the intellectual property rights of which will be held by the Grantee, that articulates a consistent style and system of play in Hong Kong, as per the timeline below -

Timing	Target
1 April 2015	introduce the curriculum
2015-16	review the curriculum with a view to producing a revised version for implementation starting from the 2017/18 football season
2017-18	review the curriculum with a view to producing a revised version for implementation starting from the 2020/21 football season

- (b) **Issue revised Coach Education Courses**, the intellectual property rights of which will be held by the Grantee, as per the timeline below –

Timing	Target
June 2015	issue the Coach Education Courses, linked to the Hong Kong Football Curriculum described in Target (a) above
2015-16	review the courses with a view to producing revised versions for implementation starting from the 2017/18 football season
2017-18	review the courses with a view to producing revised versions for implementation starting from the 2020/21 football season

- (c) **Introduce a football development plan** (which shall build upon the Hong Kong Football Curriculum described in Target (a) above and shall include pathways from beginner to international player level), as per the timeline below –

Timing	Target
Before the beginning of 2015/16 football season	introduce the development plan
2016-17	review the plan with a view to producing revised a version for implementation starting from the 2019/20 football season
2018-19	review the plan with a view to producing a revised version for implementation starting from the 2021/22 football season

- (d) **Increase the number of participants in the Grantee's grassroots and youth football programmes, as below –**

Year	2015-16	2016-17	2017-18	2018-19	2019-20
Number of participants	14,750	15,000	15,000	15,000	15,000

- (e) **Increase the number of girls and women taking part in the Grantee's programmes as outlined below. Programmes include grass roots, development and elite performance programmes, and local competitions.**

Year	2015-16	2016-17	2017-18	2018-19	2019-20
Number of participants	1,950	2,318	2,770	2,967	3,000

- (f) **Introduce representative age group teams for girls and women by 2017.**
- (g) **Increase the number of participants in the Grantee's futsal programmes as per the timeline below –**

Year	2015-16	2016-17	2017-18	2018-19	2019-20
Number of participants	9,500	11,000	13,000	15,000	15,000

- (h) **Increase the number of qualified coaches registered with the HKFA as per the timeline below –**

Year	2015-16	2016-17	2017-18	2018-19	2019-20
'D' Licence coaches	198	254	350	350	350
'C' Licence coaches	228	308	324	324	324
'B' Licence coaches	70	94	118	118	118
'A' Licence coaches	45	45	45	45	45
Level 1 and 2	702	902	1,102	1,163	1,163
Total :	1,243	1,603	1,963	2,000	2,000

- (i) **Increase the number of referees as per the timeline below –**

Referee Development	2015/16	2016/17	2017/18
FIFA Referee	6	6	6
FIFA Assistant Referee	8	8	8
Women FIFA Referee	1	2	2
Women FIFA Assistant Referee	1	2	2
Class 1	40	45	45
Class 2	50	55	55
Class 3	90	100	100

* reference year(s)

Referee Development	2015/16	2016/17	2017/18
New	100	120	120
Total	298	338	338

Assessors and Instructors	2015/16	2016/17	2017/18
Referees instructors	12	14	14
Referees Fitness Instructors	4	4	4
Referees Assessors	35	40	40
Total	51	58	58

NB: The targets for years 2018/19 and 2019/20 are the same as 2017/18 because optimal numbers will have been reached.

Marketing

- (j) **Increase sponsorship and advertising gross revenue** as per the following timeline –

Year	2015-16	2016-17	2017-18	2018-19	2019-20
Sponsorship and advertising gross revenue (\$'000)	8,744	9,619	10,580	11,639	12,802

- (k) **Conduct** longitudinal independently supervised **match day surveys of spectators** in 2016-17 and 2018-19, based on a minimum of 500 questionnaires.

Governance and Management

- (l) **Arrange for the election of a minimum of four independent (non-club linked) directors** to the board of directors of the Grantee in the elections to be held in 2015-16 and 2019-20;
- (m) **Adopt a new constitution** in 2015-16 to reflect AFC/FIFA regulations and review the constitution bi-annually thereafter; and

* reference year(s)

B. Indicators

2. The following indicators will help the Grantee and HAB to monitor the progress of the delivery of the Grantee's Five-year strategic plan for football development.

- (n) **Average attendance at Hong Kong Premier League matches** – progress will be evaluated with reference to the extent to which the average attendance achieves the following benchmarks in the relevant football season –

Season	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20
Average attendance per match	1,000	1,100	1,250	1,500	2,000	2,500

- (o) In partnership with the Government, **preparation of a plan for the implementation of a new football facilities strategy** – progress will be evaluated with reference to the extent to which the Grantee is able to produce by 2016-17 a plan that results in the provision of good quality facilities at different levels and standards appropriate to District, Regional and Hong Kong-wide levels, including a Football Training Centre.

- (p) **Increase the average daily website hits of the Grantee's website** – progress will be evaluated with reference to the extent to which the Grantee is able to achieve the following hit-rates–

Year	2015-16	2016-17	2017-18	2018-19	2019-20
Daily website hit	440,000	480,000	520,000	560,000	600,000

- (q) **Increase the number of fans in the Grantee's fans e-newsletter database** - progress will be evaluated with reference to the extent to which the Grantee is able to achieve the following numbers of registered fans –

Year	2015-16	2016-17	2017-18	2018-19	2019-20
Number of fans registered in the fan database	22,000	24,000	26,000	28,000	30,000

- (r) **Expand the membership of HKFA** - progress will be evaluated with reference to the extent to which the Grantee is able to achieve the following increase in members, including accredited clubs and footballs schools –

Year	2015-16	2016-17	2017-18	2018-19	2019-20
Number of Members	70	80	90	100	100

3. Reference to years above shall be taken to indicate the relevant financial year (from 1 April until 31 March of the following year) unless otherwise stated. For the purpose of the indicator at (n) above, the football season will be taken to run from 1 September to 31 May of the following year.

* reference year(s)

Approved Establishment

The following is the list of the positions in the establishment approved under the Agreement as at 1 April 2015 -

1. Chief Executive Officer (CEO)
2. Personal Assistant to CEO
3. Financial Controller
4. Accounting Officer
5. Accounting Assistant
6. Head of Corporate Governance
7. Internal Control Manager
8. Human Resources Manager
9. Human Resources Officer
10. IT Manager
11. Marketing Manager
12. Public Relations and Communications Manager
13. Marketing Officer
14. Technical Director & Head Coach
15. Head of Football Development
16. Academy Head Coach
17. Coach Education Manager
18. Grassroots Football Manager
19. Women's Football Manager
20. Representative Teams Administrative Manager
21. Futsal Manager (Part Time)
22. Referees Manager

Annual Budgets

The following summary forms the annual budgets for the 2015/16 under this Agreement :

Item	Description	Approved Amount for 2015-16 Budget Amount (HKD)	Remarks
1	Staff and related costs	\$17.42 million	Breakdown at <u>Appendix 1</u>
2	Programme expenses	\$683,272	Breakdown at <u>Appendix 2</u> Programmes listed under Appendix 2 are recurrent programmes. Given the time-limited nature of the funding to be provided under this Agreement, the HKFA confirms that such programmes will not be funded under this Agreement beyond 2015-16, and that funding under this Agreement will be only be used for one-off activities or programmes.
3	Legal and Professional fee	\$1.5 million	1. Legal advisor fee : \$800,000 2. Internal audit professional services : \$500,000 3. Marketing consultancy : \$200,000
Total:		\$19.60 million	

***Note by Clerk, PAC: Appendix 1 not attached.**

Approved Programme Expenditure for 2015-16

Programmes	Approved Amount for 2015-16
1. Subsidy for youth academy :	
- U15 Local squad Training	\$183,070
- U13 Local squad Training	\$183,070
2. Subsidy for Primary Athletes Football Training Scheme	\$36,645
3. Subsidy for Local Competitions :	
- Futsal competition (schools)	\$280,487
Total :	\$683,272

Note :

With respect to each of the above programmes, the Grantee shall utilise funding from the LCSD subvention or sponsorship, if applicable, before applying for the any grant of the approved programme expenditure from HAB. The funding granted by HAB shall be used only for items and amounts eligible under LCSD's prevailing guidelines. The Grantee shall explain clearly in its regular reports that any grant from the approved programme expenditure does not duplicate the subvention provided by LCSD under the Sports Subvention Scheme. HAB reserves the right to determine the actual amount of grant to be disbursed to the HKFA from the approved programme expenditure.

Annual Venue Plan for 2015-16

2014/15 Season

		Sessions	Related Dept.	
Premier League	Competition	440	Comp. Dept.	
	Reserve League	171	Comp. Dept.	
	Competition (International)	180	Comp. Dept.	
	Youth Academy	-		
	Training	2,947	Comp. Dept.	Sub Total HKPL
1st Division	Competition	375	Comp. Dept.	3,738
	Training	360	Comp. Dept.	
2nd Division	Competition	285	Comp. Dept.	
	Training	254	Comp. Dept.	
3rd Division	Competition	375	Comp. Dept.	
	Training	3	Comp. Dept.	Sub Total, Other Divisions
		5,390		1,852
U18 - Youth League	Competition	369	Comp. Dept.	
U18 - Development Training	Training	882	Tech. Dept.	
U17 - Youth League	Competition	126	Comp. Dept.	
U17 - Development Training	Training	6	Tech. Dept.	
U16 - Youth League	Competition	369	Comp. Dept.	
U16 - Development Training	Training	882	Tech. Dept.	
U15 - Youth League	Competition	369	Comp. Dept.	
U15 - Development Training	Training	207	Tech. Dept.	
U14 - Youth League	Competition	242	Comp. Dept.	* around 160 sessions from non-LCSD venue for U13 & U14
U14 - Development Training	Training	882	Tech. Dept.	
U13 - Youth League	Competition	242	Comp. Dept.	
U13 - Development Training	Training	207	Tech. Dept.	
U12 - Development Training	Training	882	Tech. Dept.	
Regional Training	Training/ competition	-	Tech. Dept.	
		5,665		
Women League	Competition	180	Comp. Dept.	
Women Youth League U20	Competition	100	Comp. Dept.	
Women - Development Training	Training	240	Tech. Dept.	
Women Representative Team	Training	220	Tech. Dept.	
		740		
Futsal League - Indoor	Competition	60	Comp. Dept.	
Futsal Competition (School & Nike5) - Outdoor	Competition	290	Comp. Dept.	
Futsal Representative Team	Training	87	Tech. Dept.	
		437		
Hong Kong Team	Competition	38	Comp. Dept.	Sub Total Senior Teams
	Training	58	Tech. Dept.	96
Hong Kong Youth Team	Competition	60	Comp. Dept.	
	Training	533	Tech. Dept.	Sub Total Youth Teams
		689		593
Referee	Training	111	Ref. Dept.	
Coach Education	Training	348	Tech. Dept.	
Grassroot	Training	1,176	Tech. Dept.	
JFC	Training	288	Tech. Dept.	
		1,923		
		14,844		

2015/16 Season

		Sessions	Related Dept.		Pitch type
Premier League	Competition	550	Comp. Dept.		G, A
	Reserve League	280	Comp. Dept.		A
	Competition (International)	110	Comp. Dept.		G, A
	Youth Academy	-			
	Training	3,070	Comp. Dept.	Sub Total HKPL	G, A
1st Division	Competition	375	Comp. Dept.	3,990	G, A
	Training	308	Comp. Dept.		G, A
2nd Division	Competition	285	Comp. Dept.		G, A
	Training	132	Comp. Dept.		G, A
3rd Division	Competition	375	Comp. Dept.		G, A
	Training	154	Comp. Dept.	Sub Total, Other Divisions	G, A
		5,619		1,629	
U18 - Youth League	Competition	341	Comp. Dept.		G, A
U18 - Development Training	Training	882	Tech. Dept.		G, A
U17 - Youth League	Competition	341	Comp. Dept.		G, A
U17 - Development Training	Training	207	Tech. Dept.		G, A
U16 - Youth League	Competition	341	Comp. Dept.		G, A
U16 - Development Training	Training	882	Tech. Dept.		G, A
U15 - Youth League	Competition	341	Comp. Dept.		G, A
U15 - Development Training	Training	207	Tech. Dept.		G, A
U14 - Youth League	Competition	242	Comp. Dept.		G, A
U14 - Development Training	Training	882	Tech. Dept.		G, A
U13 - Youth League	Competition	242	Comp. Dept.		G, A
U13 - Development Training	Training	207	Tech. Dept.		G, A
U12 - Development Training	Training	882	Tech. Dept.		G, A
Regional Training	Training/ competition	-	Tech. Dept.		
		5,997			
Women League	Competition	230	Comp. Dept.		G, A
Women Youth League U20	Competition	100	Comp. Dept.		G, A
Women - Development Training	Training	240	Tech. Dept.		G, A
Women Representative Team	Training	290	Tech. Dept.		G, A
		860			
Futsal League - Indoor	Competition	120	Comp. Dept.		I
Futsal Competition (School & Nike5) - Outdoor	Competition	290	Comp. Dept.		H
Futsal Representative Team	Training	144	Tech. Dept.		H, I
		554			
Hong Kong Team	Competition	60	Comp. Dept.	Sub Total Senior Teams	G, A
	Training	68	Tech. Dept.	128	G, A
Hong Kong Youth Team	Competition	60	Comp. Dept.		G, A
	Training	816	Tech. Dept.	Sub Total Youth Teams	G, A
		1,004		876	
Referee	Training	120	Ref. Dept.		G, A, H
Coach Education	Training	357	Tech. Dept.		G, A, H
Grassroot	Training	1,176	Tech. Dept.		A, H
JFC	Training	313	Tech. Dept.		A, H
		1,966			
		16,000			

Pitch Type : G=Grass, A=Artificial, H=Hard, I=Indoor

Summary

	2014/15 season	2015/16 season	Notes
Premier League	3,738	3,990	Based on 9 teams in 2014/15, estimate of 10 teams in 2015/16
Other HKFA Senior Divisions	1,652	1,629	
Youth Development	5,665	5,997	Based on 5 age groups in 2014/15, 6 age groups in 2015/16
Womens Football	740	860	
Futsal	437	554	
Representative Teams Senior	96	128	
Representative Teams Youth	593	876	
Referee	111	120	
Coach Education	348	357	
Grassroots	1,176	1,176	
JFC	288	313	
Total	14,844	16,000	

Acceptable Playing Surface

	2015/16 season	Grass %	Grass #	Artificial %	Artificial #	Hard %	Hard #	Indoor Hard %	Indoor Hard#
Premier League	3,990	40	1,596	60	2,394	0	-	0	-
Other HKFA Senior Divisions	1,629	30	489	70	1,140	0	-	0	-
Youth Development	5,997	10	600	90	5,397	0	-	0	-
Womens Football	860	25	215	75	645	0	-	0	-
Futsal	554	0	-	-	-	50	277	50	277
Representative Teams Senior	128	50	64	50	64	0	-	0	-
Representative Teams Youth	876	10	88	90	788	0	-	0	-
Referee	120	10	12	88	106	2	2	0	-
Coach Education	357	10	36	70	250	20	71	0	-
Grassroots	1,176	0	-	25	294	75	882	0	-
JFC	313	0	-	75	235	25	78	0	-
Total	16,000	19	3,099	71	11,313	8	1,311	2	277

Hong Kong Football Association (HKFA) Five-Year Strategic Plan Final Results of the Performance Targets and Indicators

Performance Targets

- Among the 28 performance targets, the HKFA finally met or exceeded 21 of them, while the remaining 7 were not met.

Performance Target	Final Target	Final Position	Result
<i>Hong Kong Football Curriculum</i>			
(a) Review the curriculum with a view to producing a revised version for implementation	Review the curriculum	The curriculum has been revised to include additional information on “golden age” coaching.	Target met
<i>Coach Education</i>			
(b) Review the courses with a view to producing revised versions for implementation	Review the courses	The courses have been reviewed with changes made as required by the Coach Education Manager and Technical Director	Target met
<i>Football Development Plan</i>			
(c) Introduce a football development plan	Introduce in 2015/16 football season	Introduced in 2015/16 football season	Target met
<i>Grassroots and Youth Football</i>			
(d) Increase the number of programme participants	15 000	17 032	Target exceeded by 13%
<i>Girls and Women Football</i>			
(e) Increase the number of programme participants	3 000	4 078*	Target exceeded by 36%
(f) Introduce representative age group teams	Introduce representative age group teams in	U12 representative team set up in February 2017	Target met

Performance Target	Final Target	Final Position	Result
	2016/17 football season		
<i>Futsal</i>			
(g) Increase the number of programme participants	15 000	23 413	Target exceeded by 56%
<i>Coaching</i>			
(h) Increase the number of qualified coaches registered with HKFA -			
'D' Licence coaches	350	315	Below target by 10%
'C' Licence coaches	324	289	Below target by 11%
'B' Licence coaches	118	112	Below target by 5%
'A' Licence coaches	45	48	Exceed target by 7%
'Pro' Licence coaches	0	14	Target met
Youth Football Leader certificate#	200	104	Below target by 48%
<i>Refereeing</i>			
(i) Increase the number of referees –			
<u>Referee Development</u>			
FIFA Referee	6	7	Target exceeded by 17%
FIFA Assistant Referee	8	8	Target met
Women FIFA Referee	2	1	Below target by 50%
Women FIFA Assistant Referee	2	1	Below target by 50%
Class 1	45	46	Target exceeded by 2%
Class 2	55	50	Below target by 9%
Class 3	100	127	Target exceeded by 27%
New	120	188	Target exceeded by 56%

Performance Target	Final Target	Final Position	Result
<u>Assessors and Instructors</u>			
Referees instructors	14	28	Target exceeded by 200%
Referees fitness instructors	4	6	Target exceeded by 20%
Referees assessors	40	50	Target exceeded by 25%
<i>Marketing</i>			
(j) Increase sponsorship and advertising gross revenue (cash & product in kind)	12,802,000	16,800,000	Target exceeded by 31%
(k) Conduct longitudinal independently supervised match day surveys of spectators, based on a minimum of 500 questionnaires	Conduct in 2018/19 football season	Conducted 519 interviews with fans	Target met
<i>Governance and Management</i>			
(l) Arrange for the election of a minimum of four independent (non club-linked) directors to the board of directors of the Grantee in the elections to be held	Election of a minimum of four independent directors	5 of independent directors elected	Target met
(m) Adopt a new constitution to reflect AFC/FIFA regulations and review the constitution bi-annually thereafter	Review the constitution	On-going review is underway	Target met

* The HKFA's women football programmes have been seriously affected by the COVID-2019. However, this target has been met and exceeded consistently since the 2015/16 football season. Therefore, to give a fair assessment of the performance of HKFA in women football, we will adopt the HKFA's achieved target for the past one year as at September 2019 as its final result.

This is a new target added in 2018/19 football season.

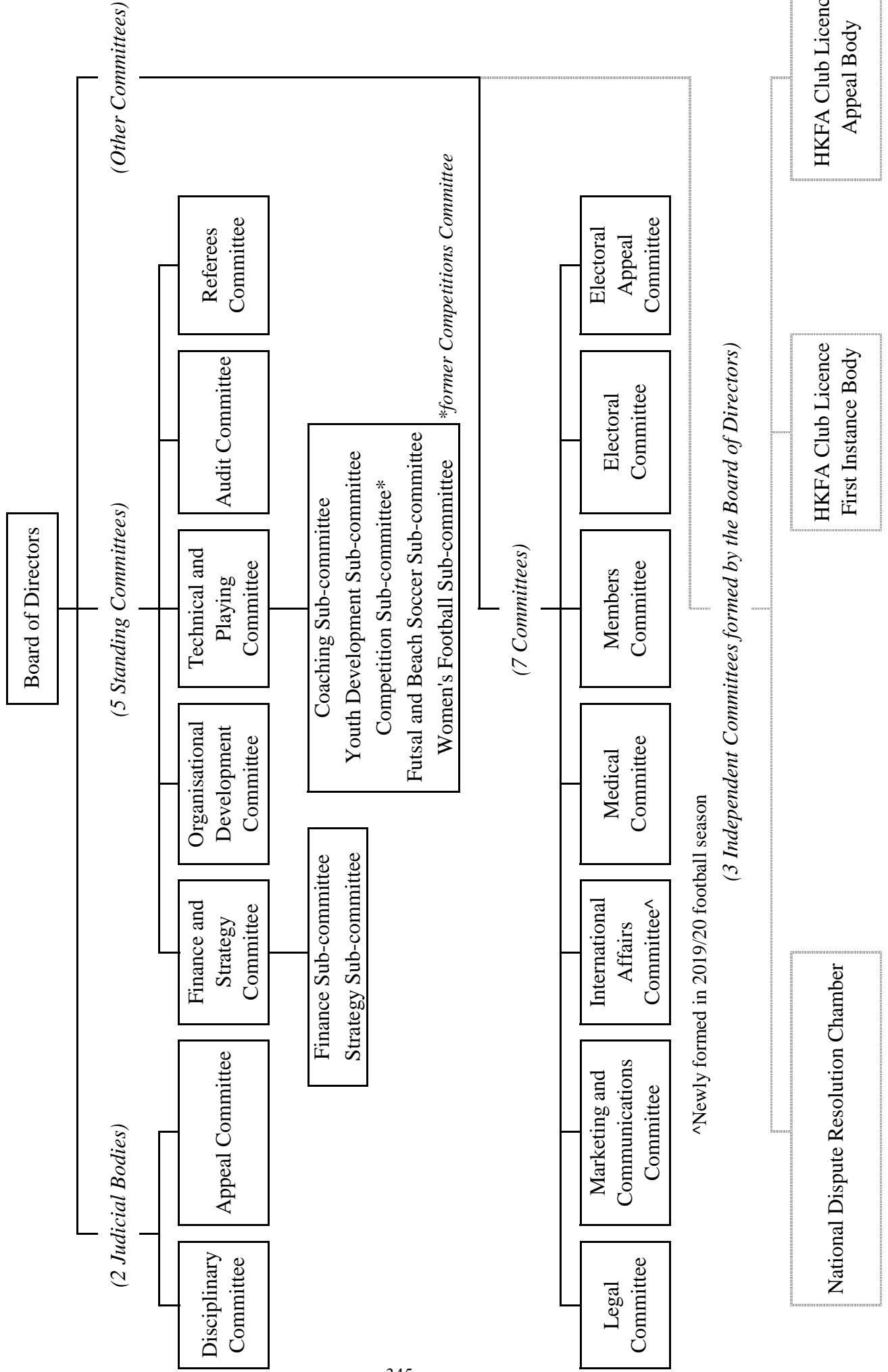
Performance Indicators

- Among the 5 performance indicators, the HKFA finally met or exceeded 2 of them, while the remaining 3 were not met.

Performance Indicator	Final Target	Final Position	Result
<i>Hong Kong Premier League (HKPL)</i>			
(n) Average attendance per HKPL match (by football season)	2 500	765 [@]	Below target by 70%
<i>Football Facilities</i>			
(o) Preparation of a plan for the implementation of a new football facilities strategy	Produced the plan	The Football Training Centre was in official operation and for public since March 2019	Target met
<i>Website Hits</i>			
(p) Increase average daily website hits of HKFA website	600 000	386 062	Below target by 36%
<i>HKFA Fans Database</i>			
(q) Increase number of fans registered in HKFA fan database	30 000	51 420	Target exceeded by 71%
<i>HKFA Membership</i>			
(r) Expand the membership of HKFA	100	82	Below target by 12%

- [@] Due to COVID-19, the number of people attending HKPL matches dropped and a number of HKPL matches were postponed. In the 2018/19 football season, the average attendance per HKPL match was 1 006.

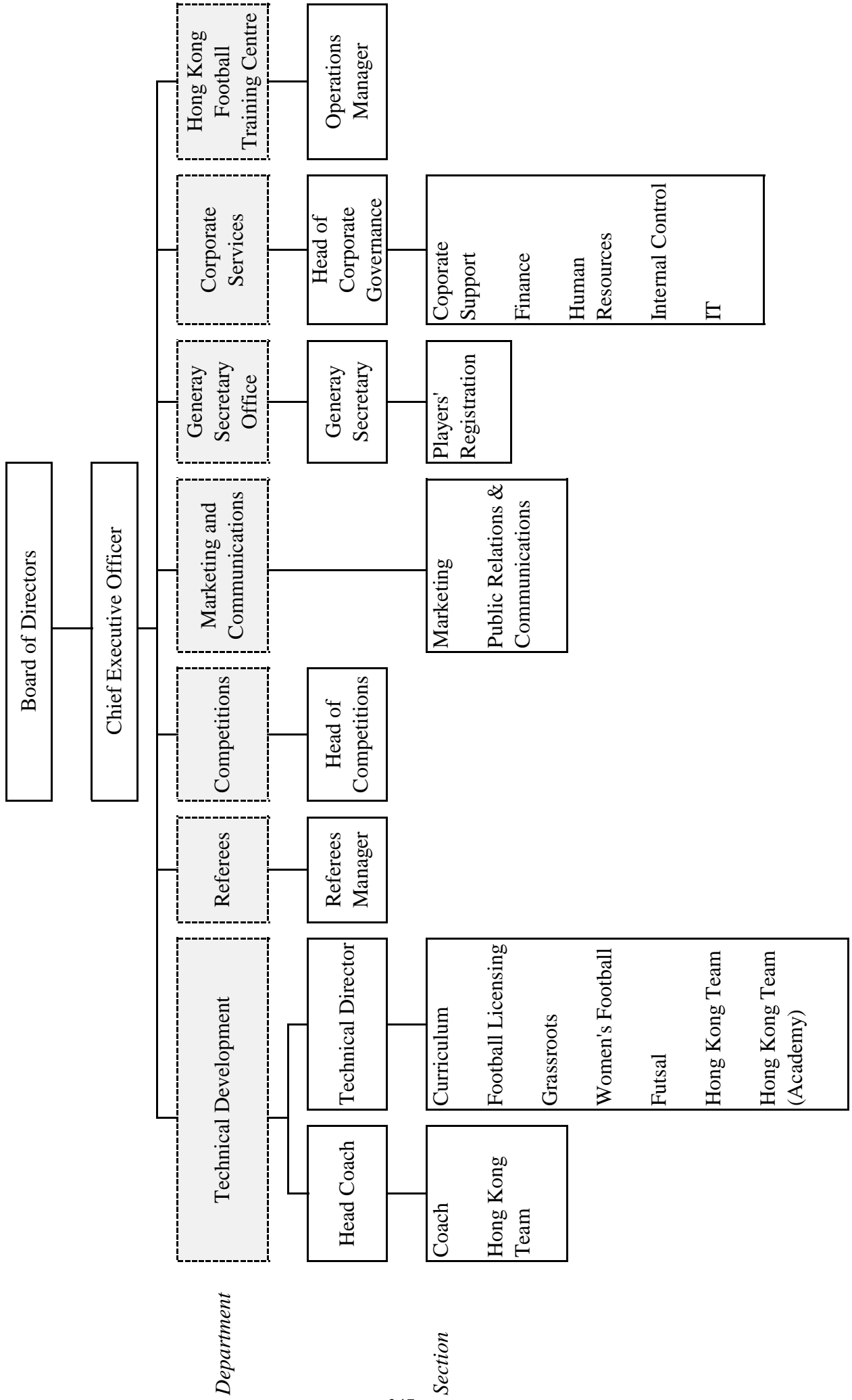
Board and Committee Structure of the Hong Kong Football Association (HKFA)



Hong Kong Football Association Board of Directors

President	(2019-2023)	Timothy Fok
Chairman	(2019-2023)	Pui Kwan Kay
Vice Chairman	(2019-2021)	Matthew Wong Eric Fok
Club-Linked Director	(2015-2021) (2015-2021) (2019-2023)	Wilson Wong Ms. Yvonne Wong Chan Chi Hong
Non-Club-Linked Director	(2015-2021) (2015-2021) (2015-2021) (2019-2023)	Samuel Hui Sin Yat Kin Stephen Yau Ching Ming Yu

Organisation Chart of the Hong Kong Football Association



Department

Section

THE HONG KONG FOOTBALL ASSOCIATION LIMITED
 香 港 足 球 總 會 有 限 公 司

2017-19 Committees and Sub-committees
2017 至 19 年度事務委員會及工作小組

司法委員會

1. 紀律委員會

召集人	邱浩波先生
主席	伍靜國先生
副主席	歐學林先生
成員	趙偉佳先生
	周紹榮律師
	李偉民先生
	譚麗芬醫生

2. 上訴委員會

召集人	邱浩波先生
主席	李業華先生
副主席	-----
成員	張國鈞律師
	林振敏先生
	黃繼兒大律師

Judicial Bodies

1. Disciplinary Committee

Convenor	Mr. Stephen Yau
Chairman	Mr. Benny Ng
Deputy Chairman	Mr. Herbert Au
Member	Mr. David Chiu
	Mr. Joseph Chow
	Mr. Raymond Li
	Dr. Gloria Tam

2. Appeal Committee

Convenor	Mr. Stephen Yau
Chairman	Mr. Peter Lee
Deputy Chairman	-----
Member	Mr. Horace Cheung
	Mr. Anthony Lam
	Mr. Stephen Wong

常務委員會

3. 財務及策略委員會

主席	康寶駒先生
副主席	-----
當然委員	梁孔德先生
	行政總裁
	總幹事
	機構管治總監

3.1 財務小組

成員	王威信先生
	王威信先生
	朱福榮先生
	盧永文太平紳士
	麥敬年先生

3.2 策略小組

成員	霍啟山先生
	王威信先生
	張炎有先生
	朱福榮先生
	郭家明太平紳士
	盧永文太平紳士
	麥敬年先生
	容樹恒醫生

Standing Committees

3. Finance and Strategy Committee

Chairman	Mr. Martin Hong
Deputy Chairman	-----
Ex officio	Mr. Brian Leung
	Chief Executive Office
	General Secretary
	Head of Corporate Governance

3.1 Finance Sub-committee

Member	Mr. Wilson Wong
	Mr. Wilson Wong
	Mr. Charles Chu
	Mr. Lawrence Lo, JP
	Mr. Jonathan McKinley

3.2 Strategy Sub-committee

Member	Mr. Eric Fok
	Mr. Wilson Wong
	Mr. Charles Cheung
	Mr. Charles Chu
	Mr. Kwok Ka Ming, JP
	Mr. Lawrence Lo, JP
	Mr. Jonathan McKinley
	Dr. Patrick Yung

4. 組織發展委員會

主席	許國定先生
副主席	-----
當然委員	梁孔德先生
	行政總裁
	總幹事
	機構管治總監
成員	霍啟山先生
	朱福榮先生
	杜淑婉女士

5. 技術及競技委員會

主席	王威信先生
副主席	-----
當然委員	梁孔德先生
成員	梁芷珊女士
	霍啟山先生
	陳澤銘先生
	陳文俊先生
	麥敬年先生
	伍健先生

4. Organisational Development Committee

Chairman	Mr. Samuel Hui
Deputy Chairman	-----
Ex officio	Mr. Brian Leung
	Chief Executive Office
	General Secretary
	Head of Corporate Governance
Member	Mr. Eric Fok
	Mr. Charles Chu
	Ms. Helena To

5. Technical and Playing Committee

Chairman	Mr. Wilson Wong
Deputy Chairman	-----
Ex officio	Mr. Brian Leung
Member	Ms. Canny Leung
	Mr. Eric Fok
	Mr. C.M. Chan
	Mr. Chan Man Chun
	Mr. Jonathan McKinley
	Mr. Ken Ng

5.1 五人、女子及沙灘足球小組

主席	霍啟山先生
當然委員	梁孔德先生
成員	何佩犀先生
	李麥潔嫻女士
	伍翰章律師
	山度士先生
	曾王琬琪女士
	胡偉民先生

6. 審計委員會

召集人	許國定先生
主席	
副主席	
成員	

7. 裁判委員會

主席	邱浩波先生
副主席	-----
當然委員	梁孔德先生
成員	陳紹雄先生
	陳紹基先生
	方有發先生
	林德成先生
	李德能先生
	彭湛佳先生
	潘明輝先生
	黃寶安先生

5.1 Futsal, Women's Football and Beach Soccer Sub-committee

Chairman	Mr. Eric Fok
Ex officio	Mr. Brian Leung
Member	Mr. Tony Ho
	Mrs. Josephine Mark Lee
	Mr. Hon Ng
	Mr. Leslie Santos
	Ms. Yvonne Wong
	Mr. Johnny Woo

6. Audit Committee

Convenor	Mr. Samuel Hui
Chairman	
Deputy Chairman	
Member	

7. Referees Committee

Chairman	Mr. Stephen Yau
Deputy Chairman	-----
Ex officio	Mr. Brian Leung
Member	Mr. Chan Shui Hung
	Mr. Chan Siu Ki
	Mr. Jame Fong
	Mr. Lam Tak Sing
	Mr. Li Tak Nang
	Mr. Pang Cham Kai
	Mr. Poon Ming Fai
	Mr. Andy Wong

其他委員會及機構

8. 法律事務委員會

主席	何君堯先生
副主席	王威信先生
當然委員	梁孔德先生
成員	陳澤銘先生
	陳曉峰律師
	范佩蘭律師
	廖仲賢律師

9. 市務及傳訊委員會

主席	梁芷珊女士
副主席	霍啟山先生
當然委員	梁孔德先生
成員	陳文俊先生
	梁志健先生(森美)
	盧覓雪女士
	曾王琬琪女士
(10/9/2018)	方力申先生
(10/9/2018)	郭靜然女士
(10/9/2018)	陳偉豪先生
(10/9/2018)	郭耀輝先生
(10/9/2018)	朱耀中先生

Other Committees and Bodies

8. Legal Committee

Chairman	Mr. Junius Ho
Deputy Chairman	Mr. Wilson Wong
Ex officio	Mr. Brian Leung
Member	Mr. C.M. Chan
	Mr. Nicholas Chan
	Ms. Yolanda Fan
	Mr. Terry Liu

9. Marketing and Communications Committee

Chairman	Ms. Canny Leung
Deputy Chairman	Mr. Eric Fok
Ex officio	Mr. Brian Leung
Member	Mr. Chan Man Chun
	Mr. Sammy Leung
	Ms. Michelle Loo
	Ms. Yvonne Wong
(10/9/2018)	Mr. Alex Fong
(10/9/2018)	Ms. Christy Kwok
(10/9/2018)	Mr. Chan Wai Ho
(10/9/2018)	Mr. Marcus Benjamin Kwik
(10/9/2018)	Mr. Torres Chee

10. 會員委員會

主席	霍啟山先生
副主席	-----
當然委員	梁孔德先生
成員	王威信先生
	許國定先生
	單日堅先生
	邱浩波先生
	陳曉峰律師
	伍翰章律師
	胡偉民先生

10. Members Committee

Chairman	Mr. Eric Fok
Deputy Chairman	-----
Ex officio	Mr. Brian Leung
Member	Mr. Wilson Wong
	Mr. Samuel Hui
	Mr. Sin Yat Kin
	Mr. Stephen Yau
	Mr. Nicholas Chan
	Mr. Hon Ng
	Mr. Johnny Woo

11. 球員合約糾紛決議庭 (2015-19)

召集人	康寶駒先生
主席	阮雲道先生
副主席	余超卓大律師
成員(球員)	陳偉豪先生
	陳旭智先生
	黃洋先生
	麥基先生
	葉鴻輝先生
成員(球會)	陳文俊先生
	周文健先生
	康錦煒先生
	李輝立先生
	貝可泓先生

11. National Dispute Resolution Chamber (2015-19)

Convenor	Mr. Martin Hong
Chairman	Mr. Peter Nguyen
Deputy Chairman	Mr. Raymond Yu
Member (Player)	Mr. Chan Wai Ho
	Mr. Chan Yuk Chi
	Mr. Huang Yang
	Mr. Jaimes McKee
	Mr. Yapp Hung Fai
Member (Club)	Mr. Chan Man Chun
	Mr. Chow Man Kin
	Mr. Kelvin Hong
	Mr. Philip Lee
	Mr. Kelvin Pui

12. 選舉委員會 (2015-19)

召集人	梁孔德先生
主席	馬豪輝律師
副主席	-----
成員	李鳳英女士 黎藉冠先生

12. Electoral Committee (2015-19)

Convenor	Mr. Brian Leung
Chairman	Mr. Ma Ho Fai
Deputy Chairman	-----
Member	Ms. Li Fung Ying Mr. Michael Lai

13. 醫藥委員會

主席	容樹恒醫生
副主席	-----
成員	麥耀光醫生 雷雄德博士 胡裕初醫生 胡永祥醫生 袁慧儀博士

13. Medical Committee

Chairman	Dr. Patrick Yung
Deputy Chairman	-----
Member	Dr. Gary Mak Dr. Lobo Louie Dr. Woo Yu Cho Dr. Kenneth Wu Dr. Yvonne Yuan

14. 香港超級聯賽座談會

召集人	王威信先生
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14. HKPL Meeting

Convenor	Mr. Wilson Wong
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15. 香港足球聯賽(甲乙丙組)座談會

召集人	貝鈞奇先生
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15. HKFL (1st, 2nd & 3rd Divisions) Meeting

Convenor	Mr. Pui Kwan Kay
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16. 競賽委員會

主席	梁孔德先生
副主席	-----
成員	霍啟山先生
	康寶駒先生
	梁芷珊女士
	王威信先生
	伍健先生
	薛基輔先生 (行政總裁)
	袁文川先生 (總幹事)
	溫達倫先生 (足球發展主管)
	金判坤先生 (總教練)
	劉綽姿女士 (競賽主管)
	張衍冲先生 (競賽經理)
	張炎有先生 (裁判經理)
	黃若玲女士 (女子足球經理)

16. Competitions Committee

Chairman	Mr. Brian Leung
Deputy Chairman	-----
Member	Mr. Eric Fok
	Mr. Martin Hong
	Ms. Canny Leung
	Mr. Wilson Wong
	Mr. Ken Ng
	Mr. Mark Sutcliffe (CEO)
	Mr. Vincent Yuen (General Secretary)
	Mr. Paul Woodland (Head of Football Development)
	Mr. Kim Pan Gon (Head Coach)
	Ms. Emily Lau (Head of Competitions)
	Mr. Alex Cheung (Competitions Manager)
	Mr. Charles Cheung (Referees Manager)
	Ms. Betty Wong (Women's Football Manager)

17. 香港足球總會球會牌照初審小組

主席	利安生先生
成員	戴樂斌先生
	李德能先生
	叢川普先生
	Mr. Alex Norman

18. 香港足球總會球會牌照上訴小組

主席	Mr. Jeremy Gill
成員	Mr. Tony Sealy
	趙善銓先生
	傅忠偉先生
	張定賢先生

17. HKFA Club Licence First Instance Body

Chairman	Mr. Anson Bailey (Principal, KPMG)
Member	Mr. Robin Darton (Partner, Tanner De Witt Solicitors)
	Mr. Li Tak Nang (Hong Kong Jockey Club)
	Mr. Francis Chung (CEO MPF Ratings Financial Services)
	Mr. Alex Norman (Lawyer, Bird & Bird Lawyers Hong Kong)

18. HKFA Club Licence Appeal Body

Chairman	Mr. Jeremy Gill (Lawyer)
Member	Mr. Tony Sealy (Operations Manager at the HKFC)
	Mr. Albert Chiu (Chief Executive Asia Pacific Region at EFG Bank)
	Mr. Tiong Wee (Accountant from EY)
	Mr. Peter Cheung (Executive Director of a listed company – China Ting Group Holdings Limited)