

二零一零年三月十七日
討論文件

立法會民政事務委員會

推動本地足運

目的

本文概述就足球發展進行顧問研究的主要結果，並提出方案以落實研究所提出的建議，改善本港的足球水準。

背景

2. 二零零八年六月四日，立法會通過“推動本地足球發展”的議案，促請政府推動本地足球發展，以提升足球的水平，促進社區共融及加強社會凝聚力。其中一項建議的措施，是就本地足球發展進行詳細研究、制訂整體的發展規劃、訂定長期及短期目標，以及落實相關措施。

3. 二零零九年六月，當局委聘顧問進行研究，檢討本港足球的情況、分析所選定的國家和城市的足球發展情況、評估各地發展足球的經驗是否與本港情況有可供參考之處，以及就本地足球的發展提出可行方案。

4. 在研究過程中，顧問參考日本、新加坡及國內的足球發展；諮詢主要持份者的意見；並進行實地考察，找出影響本港足球發展的問題所在。

5. 顧問提出了一系列建議，主要目標在於改善足球運動的管治；提升本地足球的專業水平；為球員、教練及裁判員開拓更多發展途徑；以及改善設施的供應。顧問也提出指標，以量度這些建議的成效。研究所提的主要建議，載於附件的**行政摘要**。研究報告的全文已另外送交事務委員會秘書處，當中交代詳細背景及這些建議的理據。

影響香港足球發展的因素

6. 顧問注意到，目前香港足球尚有極大潛力發展—

- 香港足球設施的使用率極高，而且大眾也愛觀看“現場”播放的海外球賽，可見香港人對足球的熱愛。但是，市民對觀看本地足球賽事興趣不大—甲組足球賽事的平均觀眾人數只約為 1 000 人；
- 國際足球規管機構即國際足球協會(國際足協)在一九九六年曾把

香港代表隊的世界排名列於世界第 90 位，但香港現時的排名低落，在二零零九年十二月的排名僅為第 143 位。

7. 顧問的結論認為，影響本港足球水準的主要因素包括—

- 使用適當訓練及比賽設施的途徑有限；
- 缺乏發掘人才和培養年輕球員的制度；
- 各級足球運動之間缺乏協調；以及
- 與世界很多其他地方相比，足球在本港的社會地位相對較低。

這些因素結合在一起，造成惡性循環—球賽及管理的水平欠佳，導致入場觀眾人數下降，觀眾人數減少又令門票及贊助收入下跌。要解決這些問題並不容易。整個足球運動的各個範疇都需要改善，才有望把情況扭轉過來。

8. 顧問認為，如我們及時並以有效方式作出改變，香港的足球仍有望於未來五至十年以全新面貌示人。

關於如何轉變的主要建議

a) 改善管治

9. 一個財政健全及管理完善的管治機構，對任何體育項目的長遠發展都是不可或缺的。香港足球總會(香港足總)是本港負責足球發展的認可體育總會，亦是國際足協的會員，其職責包括—

- 舉辦本地聯賽；
- 監督本地球會，給予協助；
- 遴選香港代表隊伍；以及
- 與其他國家及地區的足球協會、球會及聯賽合作及安排比賽。

10. 顧問認為，香港足總的組織存在弱點，並建議香港足總修訂憲章、改善管治架構及組織，以更好地協調足球發展和改善專業水平。在重組工作完成後，香港足總應製備策略發展計劃，清楚交代目標、策略及計劃。香港足總需要招募具經驗的人員，制訂及落實有關策略及計劃。

11. 顧問注意到，香港足總缺乏所需財政資源，進行改變或聘請所需人手。香港足總需要估計有關工作涉及的額外資源，並尋求適當資助，以便推展其發展計劃。

b) 成立新的香港職業足球聯賽

12. 為了吸引更多觀眾觀看足球賽事，顧問認為香港足總應成立新的職業足球聯賽，為球會訂立適當準則。這些準則應與負責管理亞洲足球事宜的亞洲足球聯合會(亞足聯)所訂立的準則相若。例如，加入聯賽的球會應注重青少年發展，包括為 16 至 19 歲的年輕球員提供教育計劃。

13. 顧問同意，香港本土球隊有潛力參加中國超級聯賽，而有關議題可在建立新的職業聯賽時進一步探討。這項建議會讓本地球員有機會定期與國內的強手競逐，也可增加市民大眾對香港足球的興趣。

c) 加強香港代表隊

14. 為提升不同組別在香港足球代表隊的水平，我們需要更高水準的教練和教練的培訓。香港足總應以具吸引力的聘任條件為足球代表隊聘任全職經理人及教練，確保可得到富經驗者垂青。香港足總應為足球代表隊安排參與更多國際賽事，例如每年為男子代表隊安排參與最少 8 場友誼賽及 6 場正式比賽(視乎主要賽事的時間表而定)。香港各級的青年代表隊亦應更多參與定期舉辦的國際友誼賽或正式比賽。

d) 為球員建立更多發展階梯

15. 培養優秀本地球員對新職業聯賽及香港代表隊能否達致成功至關重要。就此，顧問強調協調各界(包括學校及球會)的足球發展計劃的重要性。在未來的架構中，青少年的發展應為焦點所在，並要提供充足資源，以推動有系統的階梯，讓球員由初級水平逐步發展成為精英級球員。具體來說，顧問建議—

- 為地區及代表球隊，以及為精英級的教練及訓練設施，提供更多資助；
- 成立地區訓練中心，訓練有潛質參加職業球會足球學校及在新足球訓練中心受訓的年輕球員(見下文第 18 段)；以及
- 參與新職業足球聯賽的球會應開辦足球學校，為 9 至 16 歲的球員提供定期訓練，以及讓他們參與足球學校的聯賽。

e) 改善設施

16. 要在各層面發展足球，建立優良的足球設施網絡十分重要。就此，顧問建議由政府制訂有關球場的策略，以增加球場的供應並提升場地質素，以供訓練及舉辦比賽之用，這方面的建議將涉及建造最先進的人造草球場及把部分現有的天然草地球場改建為人造草球場。

17. 顧問又建議，為新職業聯賽各球會提供“主場”，以協助球會吸納支持者及贊助商。政府為此已在今個球季，為十支甲組隊伍提供“主場”。

f) 新的足球訓練中心

18. 顧問認為，缺乏專用訓練中心，有礙本港足球發展。鑑於香港足總現正與香港賽馬會(馬會)商討在將軍澳建立訓練中心，顧問建議，政府應邀請馬會建立及管理足球訓練中心。該中心的管理層應與香港足總及其他持份者攜手合作，培養屬精英水平的青少年以至成年球員。

g) 足球員的地位

19. 顧問研究的另一個範疇，是如何改善本球職業足球員的地位，以鼓勵年輕人投身這項運動。就此，顧問建議，香港足總要鼓勵教育及職業訓練機構提供足球獎學金，以及開辦以足球為主的教育課程，讓有潛質參與高水平賽事但學術能力較次的學生就讀。香港足總也應協助成立“職業足球員協會”，以推廣及保障足球員的形象和權利。

主要指標

20. 顧問建議設定多項量化指標，以衡量落實這些建議的成效。例如，香港代表隊的指標是提升在國際足協的排名，由二零零九年十二月的第 143 位，爭取在二零一二年攀升至第 120 位或以上，並在二零二零年以前攀升至及保留於“首 80 位”。至於其他措施，例如增加足球計劃數目、註冊球員人數、球場數目，以及甲組賽事觀眾等，均已設定相應指標。

實施

香港足總

21. 作為負責足球事務的體育總會，香港足總理應擔當主導角色，在政府提供的適當支持下落實這些建議。為協助香港足總及早就重組及落實主要建議的工作取得理想進展，顧問建議香港足總應從外間引入“變革顧問”協助落實相關措施。

22. 目前，香港足總的首要工作，是設計及建立新的管治架構，訂明執行委員的角色及職責，以及招聘高級人員以改善管理及市務工作。香港足總在建立新架構後，便可開始規劃新的職業聯賽，為足球員訂立更有系統的發展階梯，以及強化足球代表隊伍。

政府支持

23. 顧問認為，政府應提供相稱及妥善協調的支援，以助落實所需

的變革。我們建議提供有時限的資助，協助香港足總落實研究所建議的工作。我們期望，香港足總會有一段時間內從贊助商、門票及其他方面取得收入，在財政及管理上可穩步發展。

24. 在設施方面，顧問認為，政府應投放資源發展場地，為新的職業聯賽作好準備，以及就整體發展提供更多設施。就此，康樂及文化事務署(康文署)計劃在未來五年—

- 在資金許可、技術上可行及得到區議會的支持的情況下，把九個天然草地球場及五個舊式人造草球場，改建為新式的人造草球場；以及
- 興建四個新的人造草球場。

這項計劃如得到落實，會在未來五年使本港的第三代或更新式的人造草球場數目增加至目前數目的三倍左右，而且新落成的球場地面質素良好，可以更頻密使用，保養費用比天然草地球場更為便宜。康文署會繼續尋找機會，把更多的天然草地球場改建為人造草球場並興建新的球場。

25. 關於建議的足球訓練中心，我們已開始與馬會商討興建及管理該中心的可能安排，包括討論香港足總在當中所擔當的角色。

未來路向

26. 我們將視乎委員對顧問所提建議的意見，與香港足總及其他持份者合作，把建議的改革措施付諸實行。為確保主要的措施推行順利，我們計劃成立由政府、香港足總及其他持份者代表組成的足球專責小組，負責監督有關計劃及活動的落實情況。

徵詢意見

27. 請委員就研究報告所提建議及本文載列的擬議未來路向，提出意見。

民政事務局
二零一零年三月

Executive Summary 行政摘要

1 Executive Summary 行政摘要

Introduction 簡介

- 1.1 Football matters! The link between success in international sport and the 'mood' and 'productivity' of a nation has long been recognised. Similarly there is sufficient evidence to demonstrate a direct link between participation in sport and the physical and mental health of the individual, the cohesiveness of communities and the prosperity of society as a whole. The positive benefits of sport are undeniable. If one accepts this basic principle, then it follows that 'football' as the most popular sport must surely play a key role in the collective psyche of Hong Kong.

足球牽動人心！一國的國際體育成就，與其國民的「心情」和「生產力」向來息息相關。同樣，已有充份事例證明，運動與個人的身心健康，社會團結與社會的繁榮，彼此有直接的關係。運動的好處，無容置疑。接納這項基本原則，便了解到「足球」這項深受熱愛的運動，確實對香港上下的情緒十分重要。

- 1.2 It is appropriate to assess the 'health' of the sport itself to identify whether the positive benefits are being maximised. This study has investigated all aspects of football development in Hong Kong, identified its strengths and weaknesses and prescribed some corrective action in areas where intervention is seen as necessary. We are putting forward a 'Vision' for where football can be and a strategy and action plan for how the 'Vision' can be delivered.

評價運動本身的「健康」情況，探究有否善用好處，乃屬合宜之舉。本研究全面探討香港足球的發展，找出其強項和弱點所在，對於認為必須插手的地方提出若干糾正措施。我們就足球的「理想境界」提出建議，並對於如何達到這個「願景」提供策略和行動計劃。

Part 1 – Where are we now? – A Vicious Circle 第一部 — 足球的現況如何？ — 惡性循環

- 1.3 Football in Hong Kong is in a paradoxical state. On the one hand it could be described as the 'national sport' in terms of grass roots participation. Furthermore in recent times the advent of satellite television has resulted in an increase in people watching football 'beamed' from other countries within the comfort of their homes. On the positive side therefore there is no lack of interest in football, as can be seen in the recent reaction to Hong Kong winning the final of the East Asian Games football competition.

香港足球目前的境況令人困惑。一方面，從普羅大眾的參與程度來看，足球可說是「眾人的運動」。再者，近年電視衛星轉播普及，觀眾大可安坐家中觀賞從其他國家「折射」過來的足球賽事，好處是愛看足球者大不乏人，香港最近於東亞運動會足球決賽中取勝，全港上下歡騰，便足以說明這情況。

- 1.4 On the other hand football could be described as failing in many other respects. For example the interest in watching domestic football 'live' is declining (notwithstanding the two recent exceptional "sell-out" crowds at the Hong Kong Stadium for the recent South China v SC Kuwait AFC Cup semi-final and the East Asian Games final), the standard of club football is by common agreement, mediocre and the current FIFA ranking of the national team is disappointingly low (143 December 09). There is room for improvement in the administration and coordination of the sport at all levels and the standard, availability and accessibility of facilities for training and competitive matches are variable.

另一方面，在很多方面，本港足球可說並不濟事。例如，儘管最近的亞洲足協盃準決賽南華對科威特 SC 及東亞運決賽，大球場均座無虛席，但是觀看「現場直播」本地球賽的興趣每況愈下；對於球會的足球水平，一般的看法是平平無奇；香港代表隊在國際足協的排名之低，令人失望(二零零九年十二月排名第 143 位)。各級足球運動在管理和協調方面都有待改善，足球訓練及比賽設施的標準、可用和方便程度不一。

- 1.5 Undeniably the future popularity and impact of the sport is being undermined by these interrelated

problem areas. The weaknesses and threats alluded to above are described in more detail in this report. It is almost universally accepted that football in Hong Kong has lost ground to other Asian countries in recent times and that football in Hong Kong has for some years been on a downward spiral.

這些互相關連的問題，無疑有損足球運動日後的普及程度和影響力。上述提及的弱點及威脅，在本報告有詳細論述。香港足球現已落後於亞洲其他國家，而且多年來並無起色，都是不爭的事實。

- 1.6 One of the main issues is that for a variety of reasons the playing standard of elite football has declined. The reasons include: limited access to facilities, a lack of systematic talent identification and development, a lack of coordination across the sport and the perceived influence of vested interests in the sport. This has coincided with an increased availability of football on television which largely satisfies people's appetite for the sport. To add to this, the aspiration to play professionally is not part of the culture of Hong Kong. Indeed unlike many countries in the world and increasingly in Asia, the sport has a low social status in Hong Kong.

主要問題之一，是基於種種原因，精英足球的水準已走向下坡。原因包括：使用設施的途徑有限、人才發掘及培養欠缺系統、整體缺乏協調，以及既得利益者左右大局等。此外，電視增加播放足球，滿足了觀眾觀看球賽的需要，加上在香港以踢球為職業的風氣不彰。事實上，足球在香港社會地位低落，這與世界很多國家的情況不同，而在亞洲國家足球的社會地位也漸漸提升。

- 1.7 All of these factors combine to create a vicious circle. Poorer playing and management standards lead to a drop in the number of spectators, which leads in turn to less revenue from gate receipts and less media interest which in turn leads to less sponsorship - and so the vicious circle is perpetuated. This strategy prescribes a set of recommendations to turn things around.

這些因素結合起來，造成惡性循環。球賽及管理水準欠佳，導致觀眾人數下降，繼而影響門票收入和媒介報導賽事的興趣，這又令贊助費減少，於是惡性循環持續。本策略提出一系列建議，改變這些情況。

- 1.8 The malaise in domestic elite football is surprising considering the prosperous heritage of the sport in Hong Kong and the popularity of watching football on the television. Football in Hong Kong is falling behind football in other Asian countries and a concerted and targeted effort is needed to break the cycle. There will be no easy answers or short term fix. Change is called for and all aspects of the sport need to improve including: governance systems and procedures, structures, relationships, strategy and planning, resources, facilities, development programmes, people and policy. Enhancements in one area will lead to improvements in others. This calls for a coordinated and cohesive set of actions. In this way the vicious circle can be turned into one that is virtuous.

香港足球曾有光輝歲月，電視足球節目的觀眾也為數不少，本地精英足球現時的困境令人詫異。香港足球現已落後於亞洲其他國家，必須齊心協力和認清目標，才能打破惡性循環。要解決問題並不容易，也沒有一蹴而就的良方。必須作出改變，改善足球運動各個方面，包括：管治制度及程序、結構、關係、策略及規劃、資源、設施、發展計劃、人事和政策等等。某個範疇改善會帶動其他方面轉好，因此要採取協調及一致的行動，使惡性循環變成良性發展。

- 1.9 The purpose of this study is to propose a strategy and action plan to transform football in Hong Kong, to recover the ground lost to other Asian nations and to make football once again a sport of which the people of Hong Kong can be proud.

本研究旨在提出策略及行動計畫，改善本港足球的情況、從亞洲其他國家收復失地，以及使足球再次成為香港人引以為傲的運動項目。

Part 2 – A vision for football in Hong Kong 第二部 – 香港足球的願景

- 1.10 If the recommendations within this strategy are implemented in a timely and effective way, it is possible to envisage a situation where within a five to ten year timescale, football in Hong Kong will have been transformed. As stated above this needs a coordinated response and some clear leadership. The vision

for football in Hong Kong is set out below:

本策略所載的建議若及時而有效地落實，香港足球可在五至十年內面貌一新。正如上文所述，這需要一致行動及明確的領導。香港足球的願景如下：

- **An independent, strong, financially secure and well managed governing body** that provides strategic leadership and direction and works with stakeholders to deliver the vision for football in Hong Kong and transform the sport into a world class product.
成立獨立、強大、財政穩健及管理妥善的管治機構，提供策略領導及指引，與相關各方合作，實現香港足球的願景，使香港足球達到世界水平。
- **Appropriate, proportional and coordinated support from the government** at all levels to help to bring about the step change necessary.
政府在各方面給予適當、相稱及一致的支持，推行必要的變革措施。
- **Successful and professional Hong Kong “national” teams** with improved FIFA ranking and performance on the international stage backed up by world class training facilities and support services.
香港代表隊成績優異並達到專業水平，擁有世界級的訓練設施和支援服務，在國際足協的排名和國際球壇的表現更進一步。
- **A network of strategically located, good quality facilities (grass and synthetic)** to cater for football participation (professional and amateur), and enhanced facilities and infrastructure including a new stadium and a football training centre.
擁有位置理想的優良設施網絡(草地及人造草地球場)，能滿足職業及業餘足球運動所需，以及改善設施及基礎設施，包括興建新的運動場館及足球訓練學院。
- **A professional and independent league** utilising ‘home’ venues that generate loyal and increasing support with the ultimate aim of having a team capable of playing in the China League.
成立獨立職業聯賽，利用「主場」培養球迷支持，最終目標是組成一支有能力參與中國聯賽的球隊。
- **Amateur leagues and clubs with better standards of play** feeding directly into the professional level.
業餘聯賽和球會的水平提升，直接銜接職業聯賽。
- **A focus on youth development** with sufficient resources to deliver improved opportunities for people to progress from beginner to elite performer backed up by rigorous systems, resources and facilities for talent identification and development.
重視青少年發展，提供充足資源，設立嚴格的制度發掘和培養人才，讓初學者有更多機會進身成為精英球員。
- **Football development programmes coordinated across all sectors** including schools and club links that concentrate on both quality and quantity.
統籌各界的足球發展計劃，包括與學校及足球會聯繫，質量並重。
- **Significantly improved standards of coaching**, coach education, officiating and access to expertise.
大力改善教練、教練培訓、裁判員的表現水平以及汲取專業知識的途徑。
- **A cultural shift** where the professional status of the game is enhanced such that it encourages people to pursue a career in football.
改變觀念，提升足球的專業地位，鼓勵更多人成為職業足球員。

1.11 This is not a utopian vision. It has been achieved elsewhere and can be achieved in Hong Kong. The

vision involves a number of distinct 'strands'. However these are not mutually exclusive. Delivery of one is dependent on delivery of the others. Achieving the vision will need a coordinated and cohesive response from the football 'industry' as a whole as well as its partners.

這並非遙不可及的願景，在別的地方已經有所成就，香港也可以付諸實行。願景的多項獨特「環節」並非互不相關而是互相緊扣的，而且有待足球「業界」及合作機構齊心合作，才可以實現。

- 1.12 First and foremost, the 'renaissance' of football in Hong Kong as set out in the vision statements needs to be led by a strong governing body. The Hong Kong Football Association (HKFA) should play this role. However the HKFA is experiencing financial difficulties and does not have the resources to deliver the changes necessary. It is critical to address the current weaknesses in the organisation as a prerequisite to the implementation of this strategy. This is probably the most important action arising from this study. If the vision is to be achieved, the sport needs to be strengthened from the bottom up and from the top down.

要「振興」香港足球，達到上述願景，必須有強大的管治機構帶領。香港足總應承擔這項重任。但香港足總現正處於財政困境，沒有資源作出變革。在實行這項策略之前，必須首先解決機構現有的弱點。這是本研究報告提出的最重要行動。要達到願景，必須徹底從下而上以及從上而下強化足球運動。

Part 3 – How can we get there? – The Renaissance of Football in Hong Kong 第三部– 如何振興香港足球?

- 1.13 During the course of this study there have been a number of very encouraging signs – 'green shoots of recovery' one might say. There have been very large crowds at two recent matches involving local teams and of course the stunning victory in the East Asian Games.

本研究進行期間，令人鼓舞的事情接踵發生，可說是「復蘇先兆」。本港球隊在最近兩項賽事中吸引大批球迷進場支持，其中東亞運動會的勝利當然更加出人意料。



「我們是香港」 'We are Hong Kong'

「就像香港奪得世界盃一樣，球迷不分階層，齊聲喝采。」
‘It was as if Hong Kong had won the World Cup. The fans were united as one, from the high and mighty to the humble’

- 1.14 It is critical for the future of football in Hong Kong that the momentum that has been generated by these recent successes is harnessed and channelled into positive action. There can be no doubt that the enthusiasm and appetite for the sport is alive and well. There is no truth in the commonly held perception that the local game has no future because of the media focus on football betting and European Football.
香港足球何去何從，關鍵在於把握最近的成果，把動力轉化為積極行動。毫無疑問，對足球運動的熱情及需要已經重現。因為媒體集中報導足球賭博及歐洲足球而以為本地足球沒有前景，這種一貫說法已非事實。
- 1.15 It is equally important to avoid complacency. It would be naïve and dangerous to assume that these encouraging signs are indicative of a general upturn in the fortunes of football in Hong Kong and that the halcyon days will return automatically without the interventions suggested in this strategy. If only it were as simple as that. The success of the national team in the East Asian Games needs to be seen in context. If viewed as a barometer of the current health of the sport and its potential, the arrow is certainly pointing in the right direction. However there is still a long way to go.
同樣重要的是要慎防自滿。以為這些令人振奮的現象，顯示本港足球已經否極泰來，即使不實行本策略提出的干預措施，昔日的光輝日子也會自動重現，這是幼稚和危險的看法。事實並非如此簡單。香港隊在東亞運動會的成就有其背景。量度足球運動現時的健康情況及潛力，指針的方向必定正確，但距離目的地仍然路途遙遠。
- 1.16 The proposed strategy sets out a number of fundamental suggestions and actions that are necessary to achieve the vision for football in Hong Kong. A summary of the ‘**principal**’ recommendations is set out in the table below. The evidence and rationale for these recommendations is contained in the full report. The detailed action plan in section 9 links the vision to the principal and secondary recommendations as well as setting out key milestones and responsibilities.
建議的策略就達到香港足球的願景，提出多項必須的基本建議及行動。下表列出「**主要**」建議的概要。這些建議的理據載於報告全文。第九節載述詳細行動計劃，並就願景提出相關的主要及次要建議，以及重要里程碑及責任。

Implementation Plan – Delivering the Vision and Recommendations 達到願景及建議的執行計劃

- 1.17 As stated above it is critical that targeted and coordinated intervention takes place if the potential of football in Hong Kong is to be realised and if the current groundswell of energy and commitment is to be built upon. The principal recommendations of the strategy are set out below (there are altogether 49 recommendations in the full report – the most influential 25 ‘key’ recommendations are set out below).
如前文所述，要發揮香港足球的潛力，在現時熱情澎湃的基礎上更進一步，有目標及一致的干預措施至為重要。下文列出策略所提出的主要建議(報告全文載述全部 49 項建議— 下文則列出較重要的 25 項「**主要**」建議)。

Recommendations - HKFA 關於香港足總的建議

- 1.** That the HKFA agree to a transformation process (Project Phoenix)
香港足總必須同意轉變(鳳凰計劃)
- 2.** That the restructured HKFA decide on the constitution, governance structure and organisation, that will best serve the sport and improve the level of professional expertise and experience in its secretariat.
香港足總重組之後，有權就組成、管治架構及組織作出決定，為足球運動提供最佳利益及改善秘書處的專業知識及經驗。
- 3.** That the restructured HKFA prepares a vision that includes clear targets, strategies and development plans and draws up a five-year business plan to support this vision.
香港足總重組之後，須提出願景，當中包含清楚的目標、策略以及發展計劃，並提供達到願景的五年業務計劃。
- 4.** That the restructured HKFA be established on a firm financial footing to allow it to develop a strategy for raising financial support commensurate with the approved business plan.
香港足總重組之後，須具備穩固的財政基礎，以便訂立策略籌措資金，推行所通過的業務計劃。
- 5.** That the HKFA appoint an external 'change agent' to help implement its transformation
足總委任外界人士，負責協助推行重組香港足總的變革措施。

Recommendations – The Professional Level 關於職業足球的建議

- 6.** That the principle of establishing a professional football league in Hong Kong within three to five years be agreed and that the criteria for clubs to enter the league be linked to the AFC criteria.
在三至五年內，成立本港職業足球聯賽，球會參賽資格準則符合亞足聯的規定。
- 7.** That the 'new' HKFA and the new league encourage clubs to move towards fully meeting the AFC criteria and in particular focus on youth development through the instigation of club 'academies'
「新」的香港足總和新聯賽鼓勵球會發展，以全面符合亞足聯的準則，特別是通過球會的足球學院，集中培訓青少年球員
- 8.** That the potential for the future participation of a Hong Kong based team in the China Super League be recognised, and that this be further considered when developing the new professional league and planning the new multi-purpose stadium complex at Kai Tak
確認香港本土球隊日後有潛力備戰參加中國超級聯賽，並在成立新的職業聯賽以及規劃啓德的新建多用途運動館時，進一步考慮此事。
- 9.** That the HKFA play a greater role in the development of amateur clubs and investigate the introduction of an accreditation scheme (similar to the UK Club Mark scheme)
香港足總在培養業餘球隊方面擔當更重要角色，以及研究認證制度(類似英國球會的記分制)

Recommendations – Football Development Programmes and Pathways 足球發展計劃和階梯的建議

- 10.** That more funding be made available for District and Representative Teams and at elite level for coaches and training facilities.
增加對地區球隊及代表隊，以及精英球隊教練和訓練設施的資助。
- 11.** That the HKFA recruit five Regional Football Development Officers
香港足總須聘請五名區域足球發展主任。

- 12.** That LCSD ensure that facilities are available for representative team training and that this be coordinated with the new football training centre
康文署與新足球訓練中心合作協調，確保為代表隊提供訓練設施。
- 13.** That Hong Kong Youth Representative Teams play international friendly matches or competitions on a regular basis
安排香港青少年代表隊定期參與國際友誼賽或比賽。
- 14.** That clubs in the professional football league operate academies for 9 to 16 year-olds and play competitive matches at all age groups in an Academy League. This activity should be coordinated with the new football training centre.
由職業足球聯賽球會為 9 歲至 16 歲的青少年開辦足球學院，以及與足球訓練中心協調，舉辦不同年齡組別的聯賽。

Recommendations – Football Facilities 關於足球設施的建議

- 15.** That the Government allocate a “home” ground to each First Division team
政府為每一支甲組球會分配主場
- 16.** That the Government produce a playing pitch strategy for Hong Kong that includes the implementation of a ‘Five Year 3rd Generation Artificial Pitch Development Plan’
政府制訂足球場地策略，包括推行「第三代人造草地球場五年發展計劃」。
- 17.** That the Government invite the Hong Kong Jockey Club to develop and manage a new “national” football training centre for Hong Kong with the scale and scope required to achieve the needs of football development, including the recruitment of appropriate operational expertise *
政府邀請香港賽馬會發展及管理新足球訓練中心，該中心的規模及業務範圍須符合足球發展的需要，包括聘請適當的專門人才負責營運*。

* NB The development work carried out at the new football training centre would be coordinated with other development programmes including those of the districts and the elite clubs. This approach is described in more detail in the main report.

*註：足球訓練中心的發展工作會與其他機構(包括地區及精英球會)協調，推行發展計劃。這方法的內容詳載於主體報告。

Recommendations – Hong Kong “National” Teams

關於香港代表隊的建議

- 18.** That the HKFA organise more international matches for the “national” teams, including a minimum of 8 friendly matches and 6 competitive matches (depending on timing of major competitions) annually for the men’s senior team
香港足總應為香港代表隊籌辦更多國際賽事，包括每年為男子高級隊最少舉辦 8 場友誼賽及 6 場比賽(視乎主要賽事的時間而定)。
- 19.** That the HKFA appoint a full-time “national” team manager and other “national” representative team coaches on terms that would allow the HKFA to attract the best coaches
香港足總須聘請一名全職香港代表隊經理及其他合約教練，聘用條件須足以吸引最優秀的人才。

Recommendations – The Status of Football 關於足球地位的建議

- 20.** That, following the establishment of a professional football league, clubs include an education programme for contracted youth players from age 16 to 19 years
成立職業聯賽後，球會須開辦專為 16 至 19 歲合約青少年球員而設的教育計劃
- 21.** That universities and other educational and vocational institutions provide football scholarships
大學及其他教育和職業訓練機構須提供足球運動獎學金
- 22.** That sport or football related educational courses be offered to support players with lower academic aptitudes
為學習資質較弱的球員提供與體育或足球相關的教育課程

Recommendations – Links with Education 關於與教育聯繫的建議

- 23.** That the principle of establishing school to club links be accepted and promoted
接納及推廣學校與球會建立聯繫的原則
- 24.** That school sports facilities be systematically improved through a strategic investment plan
推行策略投資計劃，改善學校的體育設施
- 25.** That District Football Development Officers should be employed by the HKFA to work in schools and community based football programmes to identify talent and improve the standard of coaching.
香港足總須聘請地區足球發展主任，負責學校及社區足球計劃，發掘人才和改善教練質素。

- 1.18 The Vision is aspirational but achievable. The sub-title of this strategy is 'We are Hong Kong' – dare to dream. We make no apology for that. The above recommendations (and the others included in the main report) will all need to be implemented and sufficiently resourced to make the vision a reality. 這個令人期待的願景是可以達到的。策略的副題是「我們是香港」– 敢於夢想，我們必須把上述建議(以及主體報告所載的其他建議)付諸實行，以及給予充足的資源，才能實現這個願景。

Measures of Success – Key Targets 衡量成就的主要指標

- 1.19 It is important that the vision is achieved through the implementation of the strategic recommendations. This in itself will not be enough. The changes must result in some measurable differences to football in Hong Kong. Some of the headline indicators of success together with a desired outcome are set out below. More detailed targets are included in the main report. 執行策略建議以達到願景雖然重要，但這樣做並不足夠，還須衡量本港足球因這些轉變而得到的不同成績。下表列出不同的表現指標及理想成果。較詳細的指標載於主體報告。

Target/Measure 指標/措施	Existing Level 現時情況	Future Target 未來目標	Date 日期
National Team FIFA world ranking (men) 香港代表隊(男子)的國際足協排名	143 (Dec 09) 第 143 名(2009 年 12 月)	第 120 名	2012
		第 100 名	2015
		Maintain Top 80 保持於前 80 名內	2020
National Team FIFA world ranking (ladies) 香港代表隊(女子)的國際足協排名	60 (Dec 09) 第 60 名(2009 年 12 月)	第 50 名	2012
		第 40 名	2015
		Maintain Top 35 保持於前 35 名內	2020
Annual Number of International	5 (Average of	8 Friendlies	2010

Matches (Senior) 每年國際賽事(高級組別)數目	last 5 years) (以過去 5 年平均 計算)	(minimum) 8 場友誼賽 (最少) 6 Competitive (depending on competitions) 6 場正式比賽 (按比賽情 況)	
Number of Registered Players 註冊球員數目	N/A 不適用	280,000*	2014
Average spectator numbers Division 1 甲組賽事平均入場人數	Circa 1,000 約 1,000	5,000	2015
% of Population Playing 參加足球活動者佔人口百分比	2.16%	4%*	2014
Number of Affiliated Clubs 屬會數目	82	120*	2014
Registered Officials 註冊裁判員人數	1016	1,500	2015
Football Development Programmes 足球發展計劃	2,129	2,500	2012
		3,000	2015
		3,500	2020
Number of Synthetic Pitches 人造草地球場數目	11	34	2015
Delivery of Football Training Centre 足球訓練中心開始運作		Operational 啓用	2012

* No current accurate measures. HKFA to establish strategy and database of registered players, affiliated clubs etc.

*現時未有準確數字，有待香港足總制訂策略及建立註冊球員及屬會資料庫

The Way Forward – Implementation 未來路向 – 實施

- 1.20 Once there has been 'buy-in' to the Vision, there must be concerted action to make sure it happens. To capitalise on the enthusiasm that will have been generated by the discussion and debate and by the success in the East Asian games, it is important to 'score an early goal' to use football parlance. 在願景獲得支持後，必須採取一致行動，確保願景實現。因應討論及東亞運動會引發的熱烈氣氛，必須如足球比賽般「提早入球」，爭取初步成績。
- 1.21 The HKFA must play a leading role in the implementation of the strategy. This report recommends that that the association be reorganised but on very different lines. This could be the early goal required to start the process of transformation. The Government will need to play a role in this process but it will need to 'facilitate' the process and not unduly influence it. For this reason it may be better for an outside agency to undertake this role with the support of the Government in resource terms. 香港足總必須帶領推行發展策略。本報告建議以十分不同的方式重組足總，這是轉變過程必須的提早入球。在這過程中，政府的角色是促成其事而不是給予不適當的影響。因此，較佳的做法是由外界機構執行這項任務，而政府在資源上提供支援。
- 1.22 Once re-established the HKFA can instigate many of the other changes including planning for a new professional league, developing facility and development strategies and strengthening the national team. 香港足總重組之後，便可推行其他轉變措施，包括籌備新的職業聯賽、制訂設施及發展策略，以及強化香港代表隊。

- 1.23 Simultaneous with this the other stakeholders can work with the HKFA to address other areas. For example LCSD can make prioritised investment in facilities in preparation for a new professional league and provide better facilities for the wider football community.
與此同時，其他相關各方可與香港足總合作，處理其他範疇。例如康文署可首先在設施上投入資源，為新的職業聯賽作好準備，以及為廣大愛好足球的市民提供較佳設施。

Critical Path 關鍵路徑

- 1.24 Strategic Leisure believes that some of the implementation issues are of fundamental and immediate priority. Many of these actions can be implemented simultaneously, if coordinated properly. These are summarised in five main areas as follows:

顧問公司認為，部分執行工作有必要優先處理。只要協調得宜，這些行動不少可以同步進行。這些建議分為五大範疇如下：

- **Governance and Structure 管治和架構**
 - The HKFA to lead the development of football subject to embracing the need for change
香港足總接納須作出轉變，並帶領足球的發展
 - The HKFA to start re-constitution by -
香港足總展開重整工作—
 - ▲ Appointing a 'change' agent
委任負責重整的代表機構
 - ▲ Agreeing a new governance structure
接納新管治架構
 - ▲ Providing more clarity on roles and responsibilities
制定更清楚的角色及職責
 - ▲ Recruiting new Officials – Chief Executive, Commercial Manager, Development Manager and National Team Manager
招募新的高層人員—行政總裁、商務經理、發展經理、代表隊經理人
 - ▲ Preparing a Development Strategy and five year Business Plan
製備發展計劃及五年業務計劃
 - ▲ Securing appropriate funding (public and commercial)
取得適當資助(包括政府及商業資助)
 - ▲ Recruiting and training Regional and District Football Development Officers
招募及訓練區域及地區足球發展主任
- **Professionalisation of Football 職業足球**
 - Starting the process of establishing a new professional league (to AFC criteria)
按亞足聯的標準，著手成立新的職業聯賽。
 - Working with clubs and providing them with the 'tools' to meet the AFC criteria and in particular the development of youth programmes and academies
與各球會合作，提供支援，使球會符合亞足聯的準則，特別是舉辦青少年球員培訓計劃及成立足球學院。
 - Linking existing and future clubs to Districts to form 'Home' grounds and putting in place plans and finance to enhance facilities where necessary
協助現有及日後的球會在地區建立主場，並制訂計劃和財務安排以改善設施。
- **Facilities 足球場地及設施**
 - Drawing up a strategy for enhancement of facilities including the conversion of a number of grass pitches to synthetic
制定策略以改善設施，包括把多個天然草地球場改建為人造草地球場。
 - Preparing a playing pitch strategy to find a better match between supply and demand
擬備場地策略，協調供求情況。

- **“National” Football Training Centre 足球訓練中心 (FTC)**
 - Preparing a specification and business case for the new training centre
擬備足球訓練中心的規格及業務方案
 - Securing funding for the FTC
確保足球訓練中心的資金來源
 - Appointment of FTC Director
委任足球訓練中心總監
 - Determining the management arrangements for the FTC and procuring building works
確定足球訓練中心的管理協議，並就建造工程進行採購工作
 - In partnership with other organisations including emerging professional club academies, developing a pool of talented youth squads
與其他機構組成合作夥伴，包括與新的職業球會學院合作，培養優秀青少年球隊
- **Football Development Programmes and Pathways 足球發展計劃及階梯**
 - The appointment of Regional and District Football Development Officers
委任區域及地區足球發展主任
 - The earmarking of additional funding for programmes
為計劃預留額外經費
 - Establishing systems for programme monitoring and evaluation
建立系統以監察和評估培訓計劃
 - Scholarships and links with the clubs and the FTC
與球會及足球訓練中心建立聯繫和設立獎助學金

- 1.25 The implementation of the above measures in a coordinated way will not be easy. To maintain the momentum and drive the process forward it will be necessary to create a **football taskforce**. This should include representatives of stakeholders with the authority to make decisions and see them through.
以上所述協調執行，並不容易。要維持動力及推展工作，有必要成立足球專責小組，小組的成員應包括相關各方的代表，小組並有權作出決定及監察執行情況。
- 1.26 Strategic Leisure believes that external expertise and representation on this taskforce is essential. Independent input will help ensure that vested interests do not dominate and that inertia is not allowed to creep in. Expertise and knowledge of what happens elsewhere in the world can be invaluable. 顧問公司認為，小組包括外間的專家及代表，以獲得獨立的意見，有助確保不受既得利益者的意見及成見影響。汲取外界的專業意見及知識實屬重要。

Resource Requirements 資源需求

- 1.27 This report has noted that football is under-funded at all levels. The decline of the sport over many years has led to a reduction in income for the sport from gate receipts and commercial sponsorship. 現時，各級足球發展的經費均有不足。多年以來，足球發展走向下坡，導致賽事門票收入及商業贊助減少。
- 1.28 The HKFA currently has minimal reserves on which to draw, and the current government subvention per capita is low. The fact that football is not an elite sport means that other sources of funding and support are unobtainable. 香港足總的儲備水平偏低，政府目前對每名足球員的資助很少。足球並非精英體育項目，難以獲取其他經費來源及支援。
- 1.29 The current Government subvention given to football is circa HK\$7.5m. This supplements other money derived by the sport from FIFA/AFC, gate receipts, media, programme income etc. It will be impossible to implement the critical path described above without additional human and financial resources. 政府現時對足球的資助約為 750 萬元，即使加上國際足協 / 亞足聯的資助、門票收益、媒體和活動收入，仍難以實施上述重要措施，因而必須額外的人力及財政資源。

1.30 Strategic Leisure estimates the human resource costs to range from HK\$500k in year 1 (2010) to a total of HK\$16.4m in year 5 (2014) to provide the catalyst for the development of football in Hong Kong.
顧問公司估計，推動香港足球發展的人力資源費用，第一年(二零一零年)為 50 萬元，至第五年(二零一四年)為 1,640 萬元。

1.31 This funding will support the following posts:
所得經費，將會用以設立下列職位：

HKFA 香港足總

Chief Executive 行政總裁

Commercial Manager 商務經理

Development Manager 發展經理

National Team Coach 代表隊教練

5 Regional Development Officers 五位區域發展主任

18 District Development Officers (Community) 十八位地區發展主任(社區)

Football Training Centre 足球訓練中心

FTC Director 足球訓練中心總監

1.32 Additional funding for pathway development, football coaching programmes, talent identification schemes and squad training and matches would amount to HK\$5-10m per annum.
職業發展、足球訓練計劃、人才選拔、球隊訓練及比賽，每年所需的額外經費約達 500 至 1,000 萬元。

1.33 Around HK\$5m per pitch will be required for the conversion of grass pitches to synthetic surfaces and associated improvements in the infrastructure.
草地球場改建為人造草地球場和相關的基礎設施改善工程，每個場地需費約 500 萬元。

1.34 It is clear from the above that implementing the strategy will not be cheap and it is beyond the scope of the HKFA alone. Government funding will be required until the strategy brings about the change necessary for football to generate more income and make the sport more self-sufficient. Some people may question this level of spending. The authors of this study firmly believe that this 'pump priming' is an investment that will provide a long term socio-economic return.
從上可見，推行策略的費用不在少數，並非香港足總可以獨力承擔。在策略為足球帶來所需轉變，獲取更多收入，使足球運動自給自足之前，政府資助是必要的。政府的資金是一項投資，將會帶來長遠的社會及經濟回報。

Summary and Conclusion 撮要及結論

1.35 Football in Hong Kong is at a major crossroads. It is not an over exaggeration to say that now is one of the most crucial stages in the development of the sport. The major plus factor is the enormous public interest and pride that has been generated by the East Asian Games and other recent high profile matches.

香港足球現正處於重要的十字路口。當前是香港足球發展的最重要階段，這並非誇大其詞。東亞運動會及最近本港其他比賽引起大眾空前關注及自豪，是重要的有利因素。

1.36 However there is no guarantee that this interest will continue and unless the strategy is implemented there is a probability that the sport will continue to struggle and decline despite these recent encouraging developments.

不過，除非策略得以落實，否則即使最近的發展振奮人心，也不能保證熱情將會持續下去，而足球發展將會繼續掙扎求存。

1.37 With a concerted and coordinated effort and an injection of additional funding in the right areas, the sport can flourish once again. We have recommended a way forward, and the strategic vision and action plans will achieve their full effect only if all stakeholders agree on the direction. Fundamental to all of this is the position of the HKFA.

只要群策群力，加上在適當範疇注入額外經費，足球運動當可再度蓬勃發展。我們已就未來路向提出建議，在有關各方支持下，有關的策略願景及行動計劃將會全面取得成效，而香港足總的立場是關鍵所在。

- 1.38 The HKFA should lead the development of the sport. A voluntary transformation backed up by proportional political and financial support from the government is the best way to deliver the strategy.

香港足總應領導足球運動的發展。政府在政治及財政上恰如其份的支持，使轉變自然成事，這是落實這項策略的最好方法。

Recent events have demonstrated that Football in Hong has huge potential, now is the time to deliver.

最近的情況顯示，香港足球潛質深厚，現在正是起來行動的時候。