Purpose

This paper outlines the key findings of the consultancy study on football development and puts forward proposals for implementing the recommendations of the study with a view to improving the standard of football in Hong Kong.

Background

2. On 4 June 2008, the Legislative Council passed a motion on “Promoting the development of local football”, which urged the Administration to promote local football development so as to raise the standard of the sport, enhance community involvement and strengthen social cohesion. One of the measures proposed was to conduct a detailed study on the development of local football, with a view to formulating an overall development plan, setting long-term and short-term goals, and implementing relevant initiatives.

3. In June 2009, the Administration commissioned a consultancy study to review the current status of football in Hong Kong, analyse the development of football in selected countries and cities, assess the relevance of this experience to the situation in Hong Kong, and recommend viable options for the development of the sport locally.

4. In the course of the study, the consultant has drawn reference to football development in Japan and Singapore and on the Mainland; has consulted key stakeholders; and has undertaken site visits to identify the issues that affect the development of football in Hong Kong.

5. The consultant has put forward a series of recommendations with the broad aims of improving the governance of the sport, elevating the professionalism of local football, creating more development pathways for players, coaches and officials, and upgrading the provision of facilities. The consultant has also proposed targets to measure the degree of success in
implementing these recommendations. The key recommendations of the study are set out in the Executive Summary at the Annex. The full study report, which we have passed separately to the Panel Secretariat, contains the detailed background and justifications for these recommendations.

Factors affecting the development of football in Hong Kong

6. The consultant has noted that football in Hong Kong is far from meeting its full development potential –

- despite the keen local interest in football, as shown by the high usage rate of facilities and the enthusiasm for watching “live” broadcasts of overseas matches, the public has little interest in watching domestic football matches - the average number of spectators at First Division football matches is only about 1,000;

- although the world ranking of the Hong Kong “national” team as assessed by the international governing body, the Federation Internationale de Football Association (FIFA) has in the past reached as high as 90 in the world (in 1996), the current ranking is low – Hong Kong ranked 143 in December 2009.

7. The consultant has concluded that the main factors affecting the playing standard of football in Hong Kong include –

- limited access to suitable facilities for training and competition;

- a lack of systematic talent identification and development of young players;

- a lack of coordination across the sport; and

- the fact that the sport has a low social status in Hong Kong as compared to many other parts of the world.

These factors combine to create a vicious cycle - poor playing and management standards lead to a drop in the number of spectators, which in turn leads to less revenue from gate receipts and sponsorship. There are no easy solutions to these problems. Change is needed and all aspects of the sport need to improve.

8. The consultant considers that if changes are implemented in a timely and effective way it is possible to envisage a transformation of football in Hong Kong within the next five to ten years.
Key recommendations for change

a) Improved governance

9. The leadership of a financially secure and well-managed governing body is essential for the long-term development of any sport. The recognised “national sports association” (NSA) for football in Hong Kong is the Hong Kong Football Association (HKFA), which is affiliated to FIFA. The HKFA’s responsibilities include –

- organising local leagues;
- monitoring and providing assistance to local football clubs;
- selecting Hong Kong representative teams; and
- cooperating and arranging matches with associations, football clubs and leagues in other countries and regions.

10. The consultant has identified weaknesses in the HKFA’s organisation and recommends that it revise its constitution, governance structure and organisation in order to coordinate better the development of football and to improve levels of professional expertise. Upon restructuring, the HKFA should prepare a Strategic Development Programme to include clear targets, strategies and plans. The association will need to recruit experienced personnel to formulate and implement its strategies and plans.

11. The consultant notes that the HKFA does not have the necessary financial resources to deliver change or to engage the personnel required. The HKFA needs to provide an estimate of the additional resources required and seek appropriate funding so that it can take forward its development programme.

b) Establishment of a new Hong Kong professional football league

12. To attract more spectators to football matches, the consultant considers that the HKFA should establish a new professional football league that sets appropriate criteria for member clubs. These criteria should be similar to those laid down by the Asian Football Confederation (AFC), the governing body for football in Asia. For example, clubs entering the league should have a particular focus on youth development, including the provision of education programmes for contracted youth players aged 16 to 19.
13. The consultant acknowledges that there is potential for a Hong Kong-based team to enter the China Super League and that this could be further explored when developing the new professional league. This would give local players an opportunity to compete against strong opponents on the Mainland on a regular basis, and could help increase local interest in Hong Kong football.

c) **Strengthening of the Hong Kong “national” teams**

14. Raising the standard of the Hong Kong “national” teams at senior and junior levels will require higher standards of coaching and coach education. The HKFA should appoint a full-time “national” team manager and team coaches on terms that will attract experienced personnel. The HKFA should organise more international matches for our “national” teams. For example, a minimum of 8 friendly and 6 competitive matches (depending on timing of major competitions) should be arranged annually for the men’s senior team. The Hong Kong youth teams should play international friendly matches or competitions on a more regular basis.

d) **Creation of more development pathways for players**

15. The development of high quality local players will be crucial to the success of the new professional football league and the Hong Kong “national” teams. In this respect, the consultant emphasises the importance of development programmes coordinated across all sectors including schools and clubs. There should be a focus on youth development with sufficient resources to deliver systematic pathways for players to progress from beginner to elite levels. Specifically, the consultant suggests that -

- more funding should be made available for district and representative teams and at the elite level for coaches and training facilities;

- regional training centres should be established to train young players with the potential to join professional club academies and receive training at the new Football Training Centre (see paragraph 18 below); and

- clubs in the new professional football league should operate academies for players from 9 to 16 years of age who should train regularly and play competitive matches in academy leagues.

e) **Improvement of facilities**
16. In order for football to develop at all levels it is important to have a network of good quality football facilities. To this end, the consultant recommends that the Government draw up a playing pitch strategy with a view to increasing the availability and quality of pitches for training and competition. This would involve building state-of-the-art artificial pitches and converting some existing natural turf pitches into artificial surfaces.

17. The consultant also recommends that each club in the new professional league should be allocated a “home” ground to help clubs attract supporters and sponsors. In this connection, the Government has already designated “home” pitches for the ten First Division teams in the current football season.

f) New Football Training Centre

18. The consultant considers that the lack of a dedicated training centre hinders the development of football in Hong Kong. Noting that the development of a training centre in Tseung Kwan O has been under discussion between the HKFA and the Hong Kong Jockey Club (HKJC), the consultant recommends that the Government invite the HKJC to develop and manage a Football Training Centre. The management of the Centre should work in partnership with the HKFA and other stakeholders with a view to developing a pool of elite youth and senior players.

g) Status of football players

19. One other area considered by the consultant was how to improve the status of professional football players in Hong Kong so as to encourage young people to pursue a career in the sport. In this regard, the consultant recommends that the HKFA encourage educational and vocational institutions to provide football scholarships, as well as educational courses with a strong football element for students with the potential to play at a high level but who have relatively low academic aptitude. The HKFA should also help to establish a “Professional Footballers’ Association” to promote and protect the image and the rights of football players.

Key Targets

20. To assess the effect of implementing these recommendations, the consultant proposes to set a number of quantifiable targets. For example, for the Hong Kong “national” team the target would be to improve the FIFA world ranking from 143 in December 2009 to 120 or above in 2012, and ultimately to reach and maintain a “top 80” position by 2020. Targets are also set for
initiatives such as: increasing the numbers of football programmes, registered players, playing pitches, and spectators at First Division matches.

**Implementation**

*HKFA*

21. As the NSA for football it is important that the HKFA should play a leading role in implementing these recommendations, with an appropriate level of support from the Government. To help the HKFA make good early progress with its restructuring and the implementation of the key recommendations, the consultant suggests that the association engage an outside party as a “change agent”.

22. The immediate priority for the HKFA is to design and establish a new governance structure, providing clear roles and responsibilities for its office bearers, and recruiting senior staff to improve the association’s management and marketing operations. With the new structure in place, the HKFA can begin planning the new professional league, develop more cohesive development pathways for football players and strengthen the “national” teams.

**Government support**

23. The consultant has advised that there should be proportional and coordinated support from the government to help implement the necessary changes. We propose to provide time-limited funding to help the HKFA begin implementing the study recommendations. We would expect that the HKFA should in time be able to derive income from sponsorship, gate receipts and other sources that would help it achieve steady improvements financially and in management.

24. As regards facilities, the consultant considers that the Government should start investing in venues in preparation for a new professional league and provide more facilities for overall development. In this connection, LCSD plans in the coming five years –

- to convert nine natural turf pitches and five old artificial turf pitches into state-of-the-art artificial turf pitches subject to availability of funds, support from the respective District Councils and technical feasibility; and
- to build four new artificial turf pitches.
This programme, if fully implemented, will nearly triple the number of 3rd
Generation or newer artificial turf pitches in Hong Kong in the next five years,
providing good quality surfaces that can be used far more frequently and at
lower maintenance cost than grass pitches. LCSD will continue to look for
opportunities to convert more natural grass pitches to artificial turf pitches as
well as to build new ones.

25. As regards the proposed Football Training Centre, we have begun
discussions with the HKJC on possible arrangements for building and managing
the Centre, with an appropriate level of involvement from the HKFA.

Way Forward

26. Subject to any comments Members may have on the consultants’
recommendations, we will work with the HKFA and other stakeholders to bring
about the recommended changes. To ensure that we make good progress with
the key initiatives, we plan to form a Football Taskforce with representatives
from the Government, the HKFA and other stakeholders to oversee
implementation of the relevant plans and programmes.

Advice Sought

27. Members are invited to comment on the recommendations of the study
and the proposed way forward set out in this paper.

Home Affairs Bureau
March 2010
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，已有充分事例證明，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。接受這項基本原則，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 一 足球的現況如何？一 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 (not withstanding 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.

These interrelated problems, without doubt, undermine the future popularity and influence of football. The weaknesses and threats mentioned 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.

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.

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.

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 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.

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.

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「復甦先兆」。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表。
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 at 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，並提供達標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，成立本地職業足球聯賽，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參賽參加中國超級聯賽，並在成立新的職業聯賽以及規劃啟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

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

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
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.

21. That universities and other educational and vocational institutions provide football scholarships.

22. That sport or football related educational courses be offered to support players with lower academic aptitudes.

Recommendations – Links with Education

23. That the principle of establishing school to club links be accepted and promoted.

24. That school sports facilities be systematically improved through a strategic investment plan.

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.

Measures of Success – Key Targets

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.

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.
**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 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。在這個過程中，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.

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:

### Governance and Structure
- The HKFA to lead the development of football subject to embracing the need for change
- The HKFA to start re-constitution by:
  - Appointing a ‘change’ agent
  - Agreeing a new governance structure
  - Providing more clarity on roles and responsibilities
  - Recruiting new Officials – Chief Executive, Commercial Manager, Development Manager and National Team Manager
  - Preparing a Development Strategy and five year Business Plan
  - Securing appropriate funding (public and commercial)
  - Recruiting and training Regional and District Football Development Officers

### Professionalisation of Football
- Starting the process of establishing a new professional league (to AFC criteria)
- Working with clubs and providing them with the ‘tools’ to meet the AFC criteria and in particular the development of youth programmes and academies
- Linking existing and future clubs to Districts to form ‘Home’ grounds and putting in place plans and finance to enhance facilities where necessary

### Facilities
- Drawing up a strategy for enhancement of facilities including the conversion of a number of grass pitches to synthetic
- Preparing a playing pitch strategy to find a better match between supply and demand
• “National” Football Training Centre 足球訓練中心 (FTC)
   Preparing a specification and business case for the new training centre
    准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.
    顧問公司認爲，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、媒體及活動收入，
    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：

<table>
<thead>
<tr>
<th>HKFA 香港足總</th>
<th>Football Training Centre 足球訓練中心</th>
</tr>
</thead>
<tbody>
<tr>
<td>Chief Executive 行政總裁</td>
<td>FTC Director 足球訓練中心總監</td>
</tr>
<tr>
<td>Commercial Manager 商務經理</td>
<td></td>
</tr>
<tr>
<td>Development Manager 發展經理</td>
<td></td>
</tr>
<tr>
<td>National Team Coach 代表隊教練</td>
<td></td>
</tr>
<tr>
<td>5 Regional Development Officers 五位區域發展主任</td>
<td></td>
</tr>
<tr>
<td>18 District Development Officers (Community) 十八位地區發展主任(社區)</td>
<td></td>
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</tbody>
</table>

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。作者堅信此「泵種植」將成為長期對社會及經濟回報。

Summary and Conclusion 摘要及結論

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.

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。