



AFFILIATED TO FIFA & AFC IN 1954

附錄 15

THE HONG KONG FOOTBALL ASSOCIATION LIMITED
香港足球總會有限公司

譯本

來函編號：CB4/PAC/R74

本會檔案：PW-0420/20

香港中區

立法會道 1 號

立法會

政府帳目委員會

(經辦人：朱漢儒先生)

朱先生：

政府帳目委員會
考慮《審計署署長第七十四號報告書》第一章
通過藝術及體育發展基金（體育部分）

2020 年 5 月 18 日的來信收悉，以下是我們就來信的答覆。

項目 (a)

「2034 計劃」

香港足球總會(足總)主席在政府帳目委員會中提到了「2034 計劃」。「2034 計劃」是擬備的《2020-2025 年策略計劃》中的策略目標。策略目標 1 是制定計劃和行動以培訓男子精英足球員晉身職業賽。這些精英球員有一部分最終會代表香港出賽，達成令香港男子足球隊爭取獲得資格出戰 2034 年世界盃足球賽的宏大目標。

我們在 2020 年 5 月 27 日預備這份回覆時，該計劃尚未獲董事會通過，因此目前無法確認該計劃的詳細資料。

項目 (b)

根據國際足球協會(國際足協)官方網頁資料，香港足球代表隊的最高排名是於 1996 年 2



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月在 181 個國家/地區中排行第 90 位。2013 年 8 月，香港在 167 個國家或地區中排名第 103 位。2020 年 4 月香港在 211 個國家或地區中排名第 143 位¹。國際足協於 1999 年和 2006 年更改了計算方法，從 167 擴展到 211 個國家或地區。自 1992 年開始，計算排名方法和成員數目都發生了變化。因此，1996 年的排名第 90 名是無法與 2020 年時作出合適比較。

項目 (c)

成員 D, F 及 G 是獲選為 2014-15 至 2018-19 年度的董事會成員。

項目 (d)

以下的只為建議措施及時間表，並須呈交給予董事會審批。

a. 措施

(i) 行政方面

- 建議在每個球季開始時編定綜合會議時間表供董事會採納及執行，兩次會議之間必須相隔一段固定時間，並將舉行會議的日期、時間和地點常規化；
- 促進董事會成員之間的溝通；
- 草擬「香港足球總會組織法則」供董事會採納及執行；
- 檢討會議時間及計劃以便在辦公時間以外作出安排；
- 在足總年報中匯報董事會和委員會成員的會議出席率。

(ii) 成員方面

- 針對缺席採取政策，例如終止委任多次不出席會議的成員。

b. 時間表

時間表須呈交董事會檢視及會否採納。

項目 (e)(i)

第 74 號報告中提到的足總的審計委員會的“主席”實際上是該委員會的召集人。有此誤解是因為 2015 年 7 月 6 日的董事會會議記錄中，將所有委員會的任命董事為「召集人/主席」，而沒有進一步的區分和闡述。董事會會議記錄僅供內部記錄之用。

¹ 國際足球協會官方網頁資料: <https://www.fifa.com/fifa-world-ranking/associations/association/hkg/men/>



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召集人只負責 (i) 提名委員會成員供董事會委任及 (ii) 為董事會和僅由獨立（非董事會成員）主席和成員組成的委員會充當溝通橋樑，該些委員會包括紀律委員會、上訴委員會及審計委員會。但該召集人並無主席的權力，包括 (i) 召集會議、出席及主持會議及 (ii) 表決（包括投票）。

在 2015 年 7 月 6 日的董事會會議（2015-2016 年度球季第一次會議）中宣佈新選出的董事會就職，並委任一名董事為審計委員會「召集人」。

根據 2015 年 3 月更新的《公司章程》第 29.1 條，審核委員會是足總的常設委員會之一。
項目 (e)(ii)

為避免疑問，行政總裁於2020年5月16日立法會政府帳目委員會會議中報告審計委員會並未於2015/16 – 2018/19年度成立，而事實上，審計委員會於2013/14年度已成立並運作。根據足總紀律守則第18項「董事及職員未經授權不可向任何其他人士洩露本會任何機密資料。」因此，我們未能呈上涉及審計委員會工作的2014年和2015年足總董事會會議記錄。我們翻查會議記錄內容後摘要如下：

董事會會議	有關審計委員會的事項
2014 年 2 月 7 日 (2013-2014 年度球季第 5 次會議)	董事會批准成立審計委員會。
2014 年 3 月 3 日 (2013-2014 年度球季第 6 次會議)	董事會批准審計委員會的成員。
2014 年 5 月 15 日 (2013-2014 年度球季第 8 次會議)	審計委員會於 2014 年 4 月 9 日舉行第一次會議，有關報告並在董事會會議陳述。
2014 年 8 月 7 日 (2014-15 年度球季第 1 次會議)	審計委員會於 2014 年 7 月 3 日舉行第二次會議，有關報告並在董事會會議陳述。
2015 年 1 月 26 日 (2014-15 年度球季第 5 次會議)	審計委員會於 2014 年 11 月 11 日舉行第三次會議，有關報告並在董事會會議陳述。
2015 年 3 月 2 日 (2014-15 年度球季第 6 次會議)	審計委員會於 2015 年 2 月 13 日舉行第四次會議，有關報告並在董事會會議陳述。

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2014-15 年度結束	足總所有委員會（包括審計委員會）的委任期均隨著 2014-15 年度結束而屆滿，董事會選舉於 2015 年 6 月 26 日舉行。
2015 年 7 月 6 日 (2015-2016 年度球季第 1 次會議)	董事會會議為足總各委員會委任新一屆成員(2015 年-2017 年)。因為審計委員會應僅由獨立（非董事會成員）主席和成員組成，因此任命了一名董事作為召集人提名委員會成員。

足總秘書處確實已就未能成立的審計委員會請董事會留意，直至現屆（2019-2021）才成功委任審計委員會成員，之前 2015-2017 年度和 2017-2019 年度兩屆都無法成立審計委員會。但是，我們接受足總秘書處應更有力地告知董事會此事。儘管審計委員會未能成立，卻有外聘審計公司負責內部審計職責。

項目 (e)(iii)

足總的年報僅供我們有投票權和無投票權的會員使用的宣傳刊物，亦可以在足總網站供感興趣的人士查閱。

足總已審閱自 2014-15 年度起的相關會議記錄，並確認財務小組和董事會已批核自 2013-14 年度起的經審計帳目。

審計委員會於 2013-14 年度成立，第一次委員會會議於 2014 年 4 月舉行。在 2015 年 2 月 13 日舉行的會議中，截至 2014 年 6 月 30 日止年度的經審計年度財務報表已呈交審計委員會並獲成員通過。因此，2013-14 年度的年報內有註述「足總的賬目經財務小組及審計委員會確認，再由董事會批核。」足總的 2013-14 年賬目經財務小組及審計委員會批准，再由董事會確認。然而，由於審計委員會並未成立，所以足總的 2014-15 至 2017-18 年度賬目由財務小組批准，但未經審計委員會批准就交予董事會批准。2016-2017 年報告中不慎地提及了審計委員會。將來，足總會更謹慎地審閱年報內容。

新的審計委員會於 2019 年成立，2018/19 年度的經審計年度財務報表於 2020 年 2 月獲審計委員會通過。

在日後，足總將加倍小心年報內的註述以確保正確無誤。



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項目 (e)(iv)

會議的議程載於附件A及附件B。

項目 (e)(v)

委任審計公司提供內部審計服務的首個委任期由 2015 年 4 月開始，服務合約為期三年。

委任審計公司提供內部審計服務的第二個委任期由 2018 年 10 月開始，服務合約為期兩年。

項目(f)

董事會及委員會會議的一覽表載於附件C。

項目 (g)(i)

下表列出六次招聘中 11 宗被拒的申請。



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編號	申請截止日期	接獲日期
1	2018 年 10 月 18 日	2018 年 10 月 19 日
2	2018 年 6 月 23 日	2018 年 6 月 24 日
3	2018 年 6 月 23 日	2018 年 6 月 24 日
4	2018 年 6 月 23 日	2018 年 6 月 24 日
5	2018 年 6 月 23 日	2018 年 6 月 24 日
6	2018 年 6 月 23 日	2018 年 6 月 24 日
7	2018 年 6 月 23 日	2018 年 6 月 24 日
8	2018 年 6 月 23 日	2018 年 6 月 25 日
9	2018 年 9 月 30 日	2018 年 10 月 1 日
10	2016 年 1 月 21 日	2016 年 1 月 28 日
11	2015 年 6 月 11 日	2015 年 6 月 12 日

項目 (g)(ii)

雖然現時的「員工招聘政策和程序」並無明確列出處理在限期過後接獲或並非寄交指定收件人的申請書之程序或合適的批核權限，香港足球總會現行是有相關安排處理接納逾期申請或並非寄交指定收件人的申請書。在特殊情況下，例如：經過重複發布空缺職位之招聘廣告後，仍然沒有足夠的合資格申請人，再次重複刊登招聘廣告所需要的時間及成本效益，職位所需的技能及市場供應相關人才是否非常短缺。當出現上述情況時，招聘經理需提供接納申請的相關原因，並尋求適當的批准。儘管以上特殊情況，足總會積極考慮審計報告建議，並與有關委員會進行跟進工作。



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項目 (g)(iii)

已充分了解審計署署長的建議。當組織發展委員會檢討「員工招聘政策和程序」及呈交建議供董事會批核時，將會在書面政策上補充相關指引。

項目 (g)(iv)

香港足球總會董事會於 2019 年 2 月批核的經修訂政策載於附件D。

項目 (g)(v)

足總於 2018 年 10 月至 2018 年 11 月聘請了一間審計公司審查員工招聘政策和程序。但外聘審計檢討中並無述明如何處理逾期及並非寄交指定收件人的申請書（即審計署署長第 74 號報告，第 4.26 段所述有關情況）。足總就外聘審計公司建議的指引下修訂政策。該修訂政策主要是針對面試小組之安排及當時招聘三個高層管理人員之職位（即 (1) 行政總裁 (2) 主教練 (3) 技術總監）的批核流程。其後組織發展委員會成員同意該些修訂，董事局亦已於 2019 年 2 月初批准採用經修訂的「員工招聘政策和程序」。

已備悉審計署署長觀察後的意見，組織發展委員會將於未來的會議中討論針對有關逾期及並非寄交指定收件人的申請書的處理的指引，並向董事會呈交有關建議。

項目 (h)

足總現時的「紀律守則」包括招聘時利益衝突聲明的指引撮要，所有員工必須嚴格遵守。「紀律守則」第 13 項當中明確列出以下規定：

董事或職員本人應最能夠判斷其所遇到的情況是否存在利益衝突並需要作出申報。如董事或職員有任何疑問，應分別向董事會或上司作出澄清。

「紀律守則」中亦須引述以下情況必須申報關係：

負責處理聘用或晉升事宜的職員是其一名應徵者或獲考慮晉升的職員的家屬、親戚或私交友好。



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根據足總的現行安排，招聘經理填寫篩選紀錄時，必須註明其本人是否認識該職位申請者。面試小組成員確認之表格必須由批核人員批核才可安排面試（副本載於附件E）。此外，面試小組的所有成員必須遵守處理利益衝突的相關指引，填寫利益申報表格作為正式申報手續及紀錄。（請參閱附件F）。

項目 (i)

過往並無就贈票進行正式／全面研究。

國際賽事方面，4.38c 列出的兩項特選國際賽事的統計資料，香港足球總會會記錄所有派發贈票的編號，可以根據這些資料進行研究，以便加深了解及檢討派發名單。除了根據與客隊或贊助商之類的各方的合同要求分發的免費門票外，足總行政總裁有權由分配任何未兌換的免費門票給予合格的人。

項目 (j)(i)

因疫情爆發，週年大會須延期，故 2018-2019 年經審計的財務報表尚未通過。

項目 (j)(ii)

非現金贊助主要是實物贊助，包括贊助商為香港代表隊球員提供足球產品、裁判員制服及飲品等。已接受的未經審計非現金贊助額列於下文。

<u>香港足球總會收取 非現金贊助的時期</u>	<u>HK\$ (百萬元)</u>
2014 年 4 月 - 2015 年 5 月	10.6
2015 年 4 月 - 2016 年 5 月	11.8
2016 年 4 月 - 2017 年 5 月	10.9
2017 年 4 月 - 2018 年 3 月	11.1
2018 年 4 月 - 2019 年 5 月	12.1
2019 年 4 月 - 2020 年 3 月	11.3



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項目 (j)(iii)

香港足球總會自營收入整體減少的原因 — 門票收入

在 2014/15 至 2017/18 的四個球季中，足總 82% 的門票收入來自足總舉辦的大型國際賽事／表演賽及在香港舉行的香港代表隊賽事。在過去的四個賽季中，足總餘下的 18% 門票收入來自香港超級聯賽、盃賽及相關收費（例如 2017 年英超亞洲錦標賽）。值得一提的是，足總只收取超聯門票收入之 5%。參賽球會將分享大部分門票收入。

因此，比賽的水平及對賽球隊影響入場人數。以世界盃足球外圍賽及亞洲盃外圍賽等官方球賽為例，抽籤結果及對手水平並非足總所能控制。

因此，足總會很依賴國際比賽，包括世界盃資格賽和亞協盃預選賽等官方比賽，以及高水平的表演比賽，以吸引更多人參與及為足總帶來更多的門票收入。但是，因國際比賽吸引程度是取決於抽選結果，這是足總未能控制的範圍。

在這段期間，香港代表隊主場比賽的最高門票收入來自 2015/16 香港對中國的賽事，淨門票收入達 \$660,310（但不包括期間的 2014/15 年度香港對阿根廷百週年紀念賽，因為該次是例外事件。）

當香港主辦 2017 年英超亞洲錦標賽時，所徵收費用令 2017/18 球季的門票收入有所增長。

在香港舉行較少高質國際比賽的年份，所產生的門票收入便會較低。

香港足球總會自營收入整體減少的原因 — 贊助

由於本地足球備受注視，且不同持份者會從不同角度公開討論足球，包括被政治化。潛在贊助商考慮贊助香港足球總會及本地足球時，會顧及本會可能帶來的市場價值和品牌正面形象。香港足球總會必須著力令自己成為贊助商可聯繫的正面品牌。

足總有能力挽留主要贊助商，但損失了一些次要贊助商和個人贊助商，特別是在 2015 年香港對中國世界盃足球外圍賽的勢頭過後。



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現金贊助額對一些潛在贊助商來說是相對高，例如：一個本地賽事的基本贊助費用，如足總盃，是港幣三十萬。足總會檢視贊助費內容以確保對贊助商具吸引力。

事實上，感興趣的贊助商可能會選擇贊助香港超級聯賽（港超聯）球會而不是足總，因為贊助商有不同的目標和營銷策略。目前，很多港超聯的隊伍獲得商業贊助商支持。此外，我們亦明白近年一些港超聯隊伍已獲贊助商加大投資。

項目 (j)(iv)

積極挽留現有贊助、招攬新贊助及制定有效的贊助銷售策略，以加強市務成效。

物色長期贊助及樂意贊助多項賽事（世界盃足球外圍賽、亞洲盃外圍賽或東亞足球錦標賽）的贊助商，令財政狀況穩定。

修訂贊助策略，接受投資額較低的贊助及／次要贊助商，令潛在贊助商可以較低金額開始贊助足總。

製造更多廣告和品牌暴光的機會，包括優化球場的 LED 廣告等科技。

分別提早八個月和六個月展開招攬主要贊助商和次要贊助商的流程，國際賽事方面則提早三個月或一旦得出國際賽事資訊立即跟贊助商洽商。

善用政府配對基金提供的機會，從這類基金中爭取更多資源，以加強足總財政狀況及令其來源更多元化

足總秘書處會組成工作小姐負責時間表的工作，總時間表會呈交市務及傳訊委員會檢視。



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項目 (j)(v)

增加門票收入的方法，包括時間線和計劃細則

1) 為香港代表隊增加友誼賽。

由 2020-2021 年度球季開始，將在國際足協每季空窗期間在香港舉行更多場香港代表隊友誼賽，為足總產生更多門票收入。（註：由於爆發疫症，世界盃足球外圍賽和亞洲盃外圍賽的官方比賽時間表仍未定，賽事時間可能跟國際足球協會的空窗期局部重疊。現時國際足協每年有五個空窗期可供進行十項賽事。）足總計劃邀請高質素的受歡迎球隊作賽，藉此吸引更多觀眾入場以產生更多門票收入。

2) 利用香港大球場舉行香港代表隊賽事

為讓更多人購得門票及有更佳的比賽日體驗，由 2020-2021 年度球季起足總將安排所有香港代表隊賽事從旺角大球場移師至香港大球場。足總必須著力為國際賽事進行市務和宣傳工作。香港大球場將會發展成為香港代表隊的「主場」。

3) 足總必須由 2020-2021 年季度起著力為香港超級聯賽進行市務和宣傳工作，為港超聯和各球會重新打造品牌及提高形象。足總將與康樂文化事務署緊密合作，探討各種推廣活動及措施的建議。在每個球季度開始前，足總和康文署會舉行聯席會議檢討上個賽季及未來的計劃。

當足總可以協助超聯球隊於球場的周邊範圍發展球迷專區，包括於鄰近住宅及周邊學校舉行市場推廣活動，從而增加入場人數及門票收益。此外，足總打算改變有關超聯球隊現時與球場及運動場的分派方式，由目前的一年一次，改為最少三年的安排。這新安排可為港超聯球隊提供更多時間於球場周遭建立球迷基礎。

項目 (j)(vi)

在 2014/15 至 2018/19 年度，在扣除會長和董事為 2014 年 10 月舉行的香港對阿根廷表演賽提供的贊助後，國際賽的淨財務業績最低虧損為 1,160 萬元，最高盈餘為 120 萬元。

項目 (j)(vii)

據經審核的財務報表，香港賽馬會在 2015-2016 至 2017-2018 足球季度的經常及非經常資助分別為 6 仟 4 佰萬元及 1 億 8 仟 6 佰萬元。由於疫情爆發，週年大會須要延期，故此尚未通過 2018-19 年的財務報表，而 2019-20 的財政年度將於 2020 年 6 月 30 日結束。

香港賽馬會的經常資助目的是支持發展青少年足球計劃和活動。非經常資助是用於興建賽馬會足球訓練中心。

項目 (k)

足總必須在匯報期結束之後一個月內向民政事務局提交半年報告，但準備半年報告期間可按照手上的初步數字匯報，當獲取更多資訊（例如贊助商同意支付某場賽事的實際開支，但向民政事務局提交半年報告時獲資助的實際開支總額因為供應商遲遲未交來發票而未能確定。足總必須在遞交半年報告後修訂有關數字）或發現出錯時進一步修訂。於 2019 年 8 月向審計署提交的分項數字包括一切其後作出的修訂，故兩者有差異。

此外，會於每年的 3 月及 9 月向民政事務局提交的是未經審計的數字，足總的審計報告是以 6 月作為年結。

足總在日後會加強監督匯報數字的準確性，如果數字其後有所修訂必定向民政事務局提交最新資訊。

項目 (l)

足總從審計署署長獲悉審計報告書表三十九所列的首五個項目並無取得報價，審計署認為這五個項目的報價工作欠妥。

至於審計報告書第 4.59(a)段提述兩份於 2016-2017 年度取得的報價，是透過委聘一間經紀公司聯絡過十六間保險公司後，從保險公司取得關於職業球員及香港代表隊業餘球員醫療

保險報價。但據從審計署了解所得，雖然香港足球總會已透過保險經紀公司就委聘保險公司索取報價，但必須就保險經紀公司報價。

每個項目的詳情將於下段詳細討論。

項目A是指從 2015-2016 至 2017-18 年度三個球季的五宗香港代表隊業餘球員保險採購。就每宗採購而言，足總確實透過委聘的保險經紀公司在三個球季內向保險公司索取報價，但由於足總對「足球集體個人保險計劃」（「保險計劃」）的制定和經營缺乏專業保險知識，故沒有就委聘保險經紀公司作報價。

在 2014 年底，足總知道香港代表隊球員在意外、事件及／或受傷方面保障不足。時任行政總裁於 2015 年 1 月 26 日向財務小組和董事會提交一份內含建議的報告書。經進一步討論後提案最終原則上獲核准，制定保險計劃為球員制提供意外、疾病、受傷及薪金賠償（註冊球員）提供保障，並就制定該計劃尋求專業醫學及保險意見。

於 2015 年 5 月，一間保險經紀公司陳述醫療及個人意外保險採購及球員與球會的僱員賠償建議，供工作小組討論。足總董事會在會議中就建議書再進行討論，並指示秘書處將計劃知會各球會成員及跟獲推薦的經紀公司進一步討論細節。建議的經紀公司隨後獲確認委聘，足總其後亦一直採用該公司。

經紀公司在每個球季均為港超聯球會和香港代表隊業餘球員向保險公司就球員與球會的僱員賠償和醫療及個人意外保險收集報價（註：香港超級聯賽球會須為職業球員採購球員與球會的僱員賠償、個人意外和醫療保險，而香港足球總會須為業餘球員採購醫療及個人意外保險）。由於港超聯球會採購的保險在整體保險計劃中佔比龐大，故保險經紀公司分析從不同保險公司取得的報價後必須在港超聯座談會上陳述分析結果及提供建議。

在 2015-2016 年度球季，保險經紀公司替足總聯絡了十六間保險公司，最終取得兩份醫療保險報價及三份個人意外保險報價。但只有一間保險公司能夠同時提供醫療及個人意外保險。



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在 2016-2017 年度球季，保險經紀公司替足總聯絡了十六間保險公司，最終取得兩份醫療保險報價及一份個人意外保險報價，只有當時受委聘的保險公司能夠同時提供醫療及個人意外保險。

在 2017-2018 年度球季，保險經紀公司聯絡了七間保險公司，最終取得兩份醫療保險報價及一份個人意外保險報價，只有當時受委聘的保險公司能夠同時提供醫療及個人意外保險。

審計署亦明白在某些情況下，足總可能難以取得報價。

在這個案例，基於足球屬高風險運動，加上保險業的作業限制，由足總本身處理報價事宜並不可行。總體而言，該間保險經紀公司確實幫助足總每年向超過 5 間保險公司索取報價。

足總在日後將邀請超過一間經紀公司競投服務，藉此加強委任保險經紀公司的透明度。

項目 B 是指兩項個別採購交易，是分別於 2017 年 10 月和 2016 年 9 月委聘的 25,000 元網頁製作服務費及 72,930 元視像分析軟件牌照費。

網頁製作服務費是指 2016 年 9 月的快閃店市務項目。我們的記錄顯示負責的員工當時認為那是唯一的供貨商／服務供應商，但沒有記錄判斷理據。該項採購最終獲時任行政總裁批核。

視像分析軟件牌照費是指為教練和分析員採購的視像分析軟件，目的是提高球隊和球員的表現。

由於選購的軟件以足球為主且能提供不同的統計資訊供分析用途，故香港代表隊的足球技術人員最終建議採購該軟件供不同代表隊的教練使用。當時，足總從銷售商得悉其是香港唯一的供貨商，但並不察覺香港其他銷售商亦有出售該種軟件。雖然採購最終獲時任行政總裁批核，但並無記錄詳細理據。

綜合而言，在 2018 年 10 月之前「採購政策與指引」並無就提供理據及處理例外情況需要部門批核提供清晰明確的規定。於 2018 年 10 月修訂「採購政策與指引」後，所有需要豁免採購程序的採購個案必須提供詳細理據並且向指定批核部門／較高職級的人員尋求特別批准。

足總在日後會為採購人員安排研討會／會議，以加強他們對「採購政策與指引」的意識和認識，並且規定員工嚴格遵照既定程序。

項目 C 是指採購資訊科技服務以便在 2018 年 8 月至 2019 年 7 月期間將香港超級聯賽數據匯出至第三方網站。該項目必須讓服務供應商進入足總會的網站伺服器，故此負責維修足總網站的資訊服務供應商獲委聘處理該項目。這間唯一的服務供應商已提交書面報價，負責人員在採購記錄上註明為「唯一供貨商／服務供應商」但無詳述理據。但據我們了解，審計署不視之為有效取得報價，理由是沒有妥善記錄採購理據。

誠如前述，足總在日後會為採購人員安排研討會／會議，以加強他們對「採購政策與指引」的意識和認識，並且規定員工嚴格遵照既定程序。

項目 D 是指 2017 年 9 月旨在宣傳香港代表隊兩場球賽的橫幅廣告網絡服務。我們的記錄顯示負責人員認為那是唯一的供貨商／服務供應商但沒有記錄判斷理據。該項採購最終獲時任行政總裁批核。

誠如前述，在 2018 年 10 月之前「採購政策與指引」並無就提供理據及處理例外情況需要部門批核提供清晰明確的規定。

足總在日後會為採購人員安排研討會／會議，以加強他們對「採購政策與指引」的意識和認識，並且規定員工嚴格遵照既定程序。

項目 E 是指由 2018 年 6 月至 2019 年 9 月為預備隊聯賽採購球賽作弊偵測及監察服務。該服務商由亞洲足球協會委聘調查及監察聯賽，監察亞洲各地球賽有否造假及操控。服務將監督亞洲足球協會成員協會所舉辦兩項最高級別的聯賽及盃賽的一切賽事。由於亞洲足球協會與該服務商的服務協議不包括預備隊聯賽，足總足總須自行委聘該服務供應商提供球賽作弊偵測及監察服務。我們的記錄顯示負責人員在採購記錄上註明為「唯一供貨商／服務供應商」但無詳述理據。

誠如前述，足總在日後會為採購人員安排研討會／會議，以加強他們對「採購政策與指引」的意識和認識，並且規定員工嚴格遵照既定程序。



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項目 (m)

下表顯示為推行鳳凰計劃和五年策略計劃而開設的資助職位。

編號	香港足球總會職位	2011 年至 2015 年 鳳凰計劃	2015 年至 2020 年 五年策略計劃
1	行政總裁	2011 年至今	
2	行政總裁助理	2012 年至今	
3	機構管治總監	2013 年至今	
-	行政主任	2012 至 2013 年	不適用
4	財務主管	2011 年至今	
5	會計主任	2011 年至今	
6	會計助理	2011 年至今	
-	機構支援經理	2013 至 2014 年	不適用
7	內部監控經理	2014 年至今	
8	人力資源經理	2012 年至今	
9	人力資源主任	2012 年至今	
10	資訊科技經理	2013 年至今	
-	市場推廣及傳訊總監	2013 至 2014 年	不適用
11	公關及傳訊經理	2014 年至今	
12	市場推廣經理	2013 年至今	
13	市場推廣主任	2013 年至今	
14	公關及傳訊主任	不適用	2016 年至今
15	社交媒體主任	不適用	2015 年至今
16	技術總監	2012 至 2014 年	2019 年至今
17	香港足球代表隊主教練	2012 至 2014 年	2018 年至今
-	主教練及技術總監	2014 至 2017 年，已分為 2 個崗位	
18	青年隊主教練	2012 至 2020 年	
-	特別項目經理	2013 至 2014 年	不適用
19	足球發展總監	2014 至 2019 年，崗位自 2019 年 4 月已不存在	
20	香港代表隊行政經理	2013 年至今	
21	教練培訓經理	2013 年至今	
22	草根足球經理	2013 年至今	
23	女子足球經理	2013 年至今	
24	五人足球經理（兼職）	2013 年至今	
25	五人足球教練（兼職）	不適用	2016 年至今
26	裁判經理	2013 年至今	
27	裁判統籌主任	不適用	2017 年至今

職位 1、3、4、7 及 8 的職責包括改善足總的管治和管理。職位的職務說明載於附件 G



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香 港 足 球 總 會 有 限 公 司

香港足球總會主席

貝鈞奇

二零二零年六月一日

副本送：

民政事務局局長

康樂及文化事務署署長

香港足球總會行政總裁

財經事務及庫務局局長

審計署署長

傳真：2591 5536

傳真：2691 4661

傳真：2760-4303

傳真：2147 5239

傳真：2583 9063



Audit Committee

1st Meeting of 2019/20

Date : 18 December 2019 (Wednesday)

Time : 9:00 am

Venue : Board Room, 1/F, HKFA Building, 55 Fat Kwong Street, Homantin, Hong Kong.

Agenda items
1. Review of Terms of Reference
2. Review of Internal Audit Charter
3. Overview of Internal Audit Works with [REDACTED]
4. Overview of External Audit Scope
5. Any Other Business



Audit Committee

Meeting of 2019/20 (Teleconference)

Date : 28 February 2020 (Friday)

Time : 11:00 am

Agenda items
1. Review of Annual Audited Financial Statements of HKFA

	Jul-14	Aug-14	Sep-14	Oct-14	Nov-14	Dec-14	Jan-15	Feb-15	Mar-15	Apr-15	May-15	Jun-15
General Meeting									31 Mar 2015 Agenda: yes Minutes: yes			26 Jun 2015 Agenda: yes Minutes: yes
Board		7 Aug 2014 Agenda: yes Minutes: yes	26 Sep 2014 Agenda: yes Minutes: yes	25 Oct 2014 Agenda: yes Minutes: yes	3 Nov 2014 Agenda: yes Minutes: yes	15 Dec 2014 Agenda: yes Minutes: yes	26 Jan 2015 Agenda: yes Minutes: yes		2 Mar 2015 Agenda: yes Minutes: yes	13 Apr 2015 Agenda: yes Minutes: yes	19 May 2015 Agenda: yes Minutes: yes	
Disciplinary Committee				6 Oct 2014 Agenda: Yes Minutes: Yes	3 Nov 2014 Agenda: Yes Minutes: Yes	1 Dec 2014 Agenda: Yes Minutes: Yes	12 Jan 2015 Agenda: Yes Minutes: Yes	9 Feb 2015 Agenda: Yes Minutes: Yes	9 Mar 2015 Agenda: Yes Minutes: Yes	8 Apr 2015 Agenda: Yes Minutes: Yes	4 May 2015 Agenda: Yes Minutes: Yes	1 Jun 2015 Agenda: Yes Minutes: Yes
Appeal Committee				20 Oct 2014 Agenda: Yes Minutes: Yes	17 Nov 2014 Agenda: Yes Minutes: Yes	29 Dec 2014 Agenda: Yes Minutes: Yes	26 Jan 2015 Agenda: Yes Minutes: Yes	23 Feb 2015 Agenda: Yes Minutes: Yes	23 Mar 2015 Agenda: Yes Minutes: Yes	20 Apr 2015 Agenda: Yes Minutes: Yes	18 May 2015 Agenda: Yes Minutes: Yes	15 Jun 2015 Agenda: Yes Minutes: Yes
Finance & Strategy Committee			23 Sep 2014 Agenda: Yes Minutes: Yes			4 Dec 2014 Agenda: Yes Minutes: Yes		3 Feb 2015 Agenda: Yes Minutes: Yes			13 May 2015 Agenda: Yes Minutes: Yes	
Organisational Development Committee		27 Aug 2014 Agenda: No Minutes: Yes			24 Nov 2014 Agenda: No Minutes: Yes						11 May 2015 Agenda: No Minutes: Yes	
Technical and Playing Committee											14 Apr 2015 Agenda: Yes Minutes: No	
Football Development Sub-committee						11 Dec 2014 Agenda: Yes Minutes: No						
Representative Teams Management Sub-committee												
Futsal and Women's Football Sub-committee							7 Jan 2015 Agenda: Yes Minutes: Yes			4 Apr 2015 Agenda: yes Minutes: no		
Audit Committee	3 Jul 2014 Agenda: No Minutes: Yes				11 Nov 2014 Agenda: Yes Minutes: Yes			13 Feb 2015 Agenda: Yes Minutes: Yes				
Referees Committee			11 Sep 2014 Agenda: Yes Minutes: Yes		20 Nov 2014 Agenda: Yes Minutes: Yes		28 Jan 2015 Agenda: Yes Minutes: Yes		9 Mar 2015 Agenda: Yes Minutes: Yes		14 Apr 2015 Agenda: Yes Minutes: Yes	9 Jun 2015 Agenda: Yes Minutes: Yes
Legal Committee		4 Aug 2014 Agenda: yes Minutes: yes						4 Feb 2015 Agenda: yes Minutes: yes				

Marketing and Communications Committee	Jul-14	Aug-14	Sep-14	Oct-14	Nov-14	Dec-14	Jan-15	Feb-15	Mar-15	Apr-15	May-15	Jun-15

	Jul-15	Aug-15	Sep-15	Oct-15	Nov-15	Dec-15	Jan-16	Feb-16	Mar-16	Apr-16	May-16	Jun-16
General Meeting									31 Mar 2016 Agenda: yes Minutes: yes			26 Jun 2016 Agenda: yes Minutes: yes
Board	6 Jul 2015 Agenda: yes Minutes: yes	3 Aug 2015 Agenda: yes Minutes: yes		5 Oct 2015 Agenda: yes Minutes: yes		7 Dec 2015 Agenda: yes Minutes: yes		1 Feb 2016 Agenda: yes Minutes: yes		5 Apr 2016 Agenda: yes Minutes: yes		6 Jun 2016 Agenda: yes Minutes: yes
Disciplinary Committee			29 Sep 2015 Agenda: Yes Minutes: Yes	12 Oct 2015 Agenda: Yes Minutes: Yes	9 Nov 2015 Agenda: Yes Minutes: Yes	7 Dec 2015 Agenda: Yes Minutes: Yes	4 Jan 2016 Agenda: Yes Minutes: Yes	1 Feb 2016 Agenda: Yes Minutes: Yes	14 Mar 2016 Agenda: Yes Minutes: Yes	11 Apr 2016 Agenda: Yes Minutes: Yes	9 May 2016 Agenda: Yes Minutes: Yes	6 Jun 2016 Agenda: Yes Minutes: Yes
Appeal Committee				26 Oct 2015 Agenda: Yes Minutes: Yes	23 Nov 2015 Agenda: Yes Minutes: Yes	21 Dec 2015 Agenda: Yes Minutes: Yes	18 Jan 2016 Agenda: Yes Minutes: Yes	29 Feb 2016 Agenda: Yes Minutes: Yes	29 Mar 2016 Agenda: Yes Minutes: Yes	25 Apr 2016 Agenda: Yes Minutes: Yes	23 May 2016 Agenda: Yes Minutes: Yes	20 Jun 2016 Agenda: Yes Minutes: Yes
Finance and Strategy Committee										25 Apr 2016 Agenda: Yes Decision: Yes		
Finance Sub-committee				7 Oct 2015 Agenda: Yes Minutes: Yes			13 Jan 2016 Agenda: Yes Minutes: Yes				6 May 2016 Agenda: Yes Minutes: Yes	
Strategy Sub-committee				7 Oct 2015 Agenda: Yes Minutes: Yes			13 Jan 2016 Agenda: Yes Minutes: Yes				6 May 2016 Agenda: Yes Minutes: Yes	
Organisational Development Committee					26 Nov 2015 Agenda: Yes Minutes: Yes				2 Mar 2016 Agenda: Yes Minutes: Yes		25 May 2016 Agenda: Yes Minutes: Yes	
Technical and Playing Committee							18 Jan 2016 Agenda: Yes Minutes: Yes	17 Feb 2016 Agenda: no Minutes: yes			16 May 2016 Agenda: Yes Minutes: Yes	
Futsal, Women's Football and Beach Soccer Sub-committee								5 Feb 2016 Agenda: yes Minutes: yes				
Audit Committee												
Referees Committee			9 Sep 2015 Agenda: Yes Minutes: Yes		2 Nov 2015 Agenda: Yes Minutes: Yes	17 Dec 2015 Agenda: Yes Minutes: Yes		19 Feb 2016 Agenda: Yes Minutes: Yes		26 Apr 2016 Agenda: Yes Minutes: Yes		22 Jun 2016 Agenda: Yes Minutes: Yes
Legal Committee					05 Nov 2015 Agenda: Yes Minutes: No	9 Dec 2015 Agenda: Yes Minutes: No			3 Mar 2016 Agenda: yes Minutes: yes		24 May 2016 Agenda: yes Minutes: yes	
Marketing and Communications Committee	28 Jul 2015 Agenda: Yes Minutes: No						14 Jan 2016 Agenda: yes Minutes: yes					
Members Committee												
Electoral Committee												
Medical Committee												

Competitions Committee	Jul-15	Aug-15	Sep-15	Oct-15	Nov-15	Dec-15	Jan-16	Feb-16	Mar-16	Apr-16	May-16	Jun-16

	Jul-16	Aug-16	Sep-16	Oct-16	Nov-16	Dec-16	Jan-17	Feb-17	Mar-17	Apr-17	May-17	Jun-17
General Meeting									20 Mar 2017 Agenda: yes Minutes: yes			
Board	11 Jul 2016 Agenda: yes Minutes: yes	1 Aug 2016 Agenda: yes Minutes: yes		3 Oct 2016 Agenda: yes Minutes: yes 3 Oct 2016 Agenda: Yes Minutes: Yes		5 Dec 2016 Agenda: yes Minutes: yes		6 Feb 2017 Agenda: yes Minutes: yes		10 Apr 2017 Agenda: yes Minutes: yes	2 May 2017 Agenda: Yes Minutes: Yes	5 Jun 2017 Agenda: yes Minutes: yes
Disciplinary Committee	4 Jul 2016 Agenda: Yes Minutes: Yes		5 Sep 2016 Agenda: Yes Minutes: Yes	17 Oct 2016 Agenda: Yes Minutes: Yes	14 Nov 2016 Agenda: Yes Minutes: Yes	12 Dec 2016 Agenda: Yes Minutes: Yes	9 Jan 2017 Agenda: Yes Minutes: Yes	6 Feb 2017 Agenda: Yes Minutes: Yes	6 Mar 2017 Agenda: Yes Minutes: Yes	3 Apr 2017 Agenda: Yes Minutes: Yes	15 May 2017 Agenda: Yes Minutes: Yes	12 Jun 2017 Agenda: Yes Minutes: Yes
	25 Jul 2016 Agenda: Yes Minutes: Yes		19 Sep 2016 Agenda: Yes Minutes: Yes	31 Oct 2016 Agenda: Yes Minutes: Yes	28 Nov 2016 Agenda: Yes Minutes: Yes	28 Dec 2016 Agenda: Yes Minutes: Yes	23/1/2017 Agenda: Yes Minutes: Yes	20 Feb 2017 Agenda: Yes Minutes: Yes	20 Mar 2017 Agenda: Yes Minutes: Yes	18 Apr 2017 Agenda: Yes Minutes: Yes	29 May 2017 Agenda: Yes Minutes: Yes	
Appeal Committee									15 Mar 2017 Agenda: Yes Decision: Yes			
Finance and Strategy Committee												
Finance Sub-committee			7 Sep 2016 Agenda: Yes Minutes: Yes		22 Nov 2016 Agenda: Yes Minutes: Yes		25 Jan 2017 Agenda: Yes Minutes: Yes			27 Apr 2017 Agenda: Yes Minutes: Yes		
Strategy Sub-committee			7 Sep 2016 Agenda: Yes Minutes: Yes		22 Nov 2016 Agenda: Yes Minutes: Yes		25 Jan 2017 Agenda: Yes Minutes: Yes			27 Apr 2017 Agenda: Yes Minutes: Yes		
Organisational Development Committee					24 Nov 2016 Agenda: Yes Minutes: Yes							
Technical and Playing Committee						17 Dec 2016 Agenda: yes Minutes: yes					29 May 2017 Chairman Notes & Agenda: yes Minutes: yes	
Futsal Women's Football and Beach Soccer Sub-committee									29 Mar 2017 Agenda: yes Minutes: yes		7 May 2017 Agenda: yes Minutes: no	
Audit Committee												
Referees Committee			1 Sep 2016 Agenda: Yes Minutes: Yes		9 Nov 2016 Agenda: Yes Minutes: Yes		13 Jan 2017 Agenda: Yes Minutes: Yes	23 Feb 2017 Agenda: Yes Minutes: Yes		27 Apr 2017 Agenda: Yes Minutes: Yes		14 Jun 2017 Agenda: Yes Minutes: Yes
Legal Committee			12 Sep 2016 Agenda: yes Minutes: yes									
Marketing and Communications Committee												
Members Committee	5 Jul 2016 Agenda: yes Minutes: yes											
Electoral Committee												
Medical Committee												

Competitions Committee	Jul-16	Aug-16	Sep-16	Oct-16	Nov-16	Dec-16	Jan-17	Feb-17	Mar-17	Apr-17	May-17	Jun-17
												19 Jun 2017 Agenda: Yes Minutes: Yes
									27 Mar 2017 Agenda: Yes Minutes: Yes		15 May 2017 Agenda: Yes Minutes: Yes	22 Jun 2017 Agenda: Yes Minutes: Yes

	Jul-17	Aug-17	Sep-17	Oct-17	Nov-17	Dec-17	Jan-18	Feb-18	Mar-18	Apr-18	May-18	Jun-18
General Meeting									28 Mar 2018 Agenda: yes Minutes: yes			
Board	17 Jul 2017 Agenda: yes Minutes: yes			9 Oct 2017 Agenda: yes Minutes: yes		18 Dec 2017 Agenda: yes Minutes: yes	2 Jan 2018 Agenda: Yes Minutes: Yes	5 Feb 2018 Agenda: yes Minutes: yes	12 Mar 2018 Agenda: Yes Minutes: Yes	16 Apr 2018 Agenda: yes Minutes: yes		4 Jun 2018 Agenda: yes Minutes: yes
Disciplinary Committee	10 Jul 2017 Agenda: Yes Minutes: Yes		11 Sep 2017 Agenda: Yes Minutes: Yes	9 Oct 2017 Agenda: Yes Minutes: Yes	6 Nov 2017 Agenda: Yes Minutes: Yes	4 Dec 2017 Agenda: Yes Minutes: Yes	15 Jan 2018 Agenda: Yes Minutes: Yes	12 Feb 2018 Agenda: Yes Minutes: Yes	19 Mar 2018 Agenda: No Minutes: Yes	9 Apr 2018 Agenda: Yes Minutes: Yes	7 May 2018 Agenda: Yes Minutes: Yes	4 Jun 2018 Agenda: Yes Minutes: Yes
Appeal Committee			25 Sep 2017 Agenda: Yes Minutes: Yes	23 Oct 2017 Agenda: Yes Minutes: Yes	20 Nov 2017 Agenda: Yes Minutes: Yes	20 Dec 2017 Agenda: Yes Minutes: Yes	29 Jan 2018 Agenda: Yes Minutes: Yes	26 Feb 2018 Agenda: Yes Minutes: Yes	26 Mar 2018 Agenda: Yes Minutes: Yes	23 Apr 2018 Agenda: Yes Minutes: Yes	21 May 2018 Agenda: No Minutes: Yes	19 June 2018 Agenda: Yes Minutes: Yes
Finance and Strategy Committee							24 Jan 2018 Agenda: Yes Decision: Yes					
Finance Sub-committee			13 Sep 2017 Agenda: Yes Minutes: Yes						8 Mar 2018 Agenda: Yes Minutes: Yes		21 May 2018 Agenda: Yes Minutes: Yes	
Strategy Sub-committee			13 Sep 2017 Agenda: Yes Minutes: Yes						8 Mar 2018 Agenda: Yes Minutes: Yes		21 May 2018 Agenda: Yes Minutes: Yes	
Organisational Development Committee					24 Nov 2017 Agenda: Yes Minutes: Yes			1 Feb 2018 Agenda: yes Minutes: yes				
Technical and Playing Committee												
Futsal, Women's Football and Beach Soccer Sub-committee		22 Aug 2017 Agenda: yes Minutes: yes			22 Nov 2017 Agenda: yes Minutes: yes							
Audit Committee												
Referees Committee		7 Aug 2017 Agenda: Yes Minutes: Yes	27 Sep 2017 Agenda: Yes Minutes: Yes			8 Dec 2017 Agenda: Yes Minutes: Yes		28 Feb 2018 Agenda: Yes Minutes: Yes		6 Apr 2018 Agenda: Yes Minutes: Yes	18 May 2018 Agenda: yes Minutes: yes	7 Jun 2018 Agenda: Yes Minutes: Yes
Legal Committee												
Marketing and Communications Committee												
Members Committee		22 Aug 2017 Agenda: yes Minutes: yes			22 Nov 2017 Agenda: yes Minutes: yes							
Electoral Committee												
Medical Committee			6 Sep 2017 Agenda: Yes Minutes: Yes								28 May 2018 Agenda: Yes Minutes: Yes	

	Jul-17	Aug-17	Sep-17	Oct-17	Nov-17	Dec-17	Jan-18	Feb-18	Mar-18	Apr-18	May-18	Jun-18
HKPL Meeting							23 Jan 2018 Agenda: Yes Minutes: Yes			26 Apr 2018 Agenda: Yes Minutes: Yes		1 Jun 2018 Agenda: Yes Minutes: Yes
HKPL (1st, 2nd & 3rd Divisions) Meeting		23 Aug 2017 19:15-20:30 (Seminar)										
Competitions Committee											24 May 2018 Agenda: Yes Minutes: Yes	

	Jul-18	Aug-18	Sep-18	Oct-18	Nov-18	Dec-18	Jan-19	Feb-19	Mar-19	Apr-19	May-19	Jun-19
General Meeting									29 Mar 2019 Agenda: Yes Minutes: Yes			
Board	26 Jul 2018 Agenda: yes Minutes: yes	2 Aug 2018 Agenda: yes Minutes: yes		2 Oct 2018 Agenda: yes Minutes: yes		10 Dec 2018 Agenda: yes Minutes: yes 3 Dec 2018 Agenda: Yes Minutes: Yes		18 Feb 2019 Agenda: yes Minutes: yes		1 Apr 2019 Agenda: yes Minutes: yes		17 Jun 2019 Agenda: yes Minutes: yes
Disciplinary Committee	3 Jul 2018 Agenda: Yes Minutes: Yes				5 Nov 2018 Agenda: Yes Minutes: Yes		14 Jan 2019 Agenda: Yes Minutes: Yes	11 Feb 2019 Agenda: Yes Minutes: Yes	11 Mar 2019 Agenda: Yes Minutes: Yes	8 Apr 2019 Agenda: Yes Minutes: Yes	6 May 2019 Agenda: Yes Minutes: Yes	3 June 2019 Agenda: Yes Minutes: Yes
	16 Jul 2018 Agenda: Yes Minutes: Yes		10 Sep 2018 Agenda: Yes Minutes: Yes	8 Oct 2018 Agenda: Yes Minutes: Yes	12 Nov 2018 Agenda: No Minutes: Yes		21 Jan 2019 Agenda: No Minutes: Yes	21 Feb 2019 Agenda: Yes Minutes: Yes	14 Mar 2019 Agenda: No Minutes: Yes	23 Apr 2019 Agenda: Yes Minutes: Yes		17 June 2019 Agenda: Yes Minutes: Yes
	30 Jul 2018 Agenda: Yes Minutes: Yes		24 Sep 2018 Agenda: Yes Minutes: Yes	22 Oct 2018 Agenda: Yes Minutes: Yes	19 Nov 2018 Agenda: Yes Minutes: Yes	20 Dec 2018 Agenda: No Minutes: Yes 31 Dec 2018 Agenda: Yes Minutes: Yes	28 Jan 2019 Agenda: Yes Minutes: Yes	25 Feb 2019 Agenda: Yes Minutes: Yes	25 Mar 2019 Agenda: Yes Minutes: Yes	26 Apr 2019 Agenda: No Minutes: Yes	20 May 2019 Agenda: Yes Minutes: Yes	
							18 Jan 2019 Agenda: Yes Decision: Yes		4 Mar 2019 Agenda: Yes Decision: Yes			
Appeal Committee												
Finance and Strategy Committee												
Finance Sub-committee			18 Sep 2018 Agenda: Yes Minutes: Yes								24 May 2019 Agenda: Yes Minutes: Yes	
Strategy Sub-committee			18 Sep 2018 Agenda: Yes Minutes: Yes								24 May 2019 Agenda: Yes Minutes: Yes	
Organisational Development Committee					19 Nov 2018 Agenda: Yes Minutes: (not confirmed)							
Technical and Playing Committee								20 Feb 2019 Agenda: Yes Minutes: No			12 May 2019 Agenda: Yes Minutes: Yes	
Futsal, Women's Football and Beach Soccer Sub-committee		15 Aug 2018 Agenda: yes Minutes: no									23 May 2019 Agenda: Yes Minutes: Yes	
Audit Committee											21 May 2019 Agenda: Yes Minutes: No	
Referees Committee		30 Aug 2018 Agenda: Yes Minutes: Yes		5 Oct 2018 Agenda: Yes Minutes: Yes		20 Dec 2018 Agenda: Yes Minutes: Yes		22 Feb 2019 Agenda: Yes Minutes: Yes		18 Apr 2019 Agenda: Yes Minutes: Yes		21 Jun 2019 Agenda: Yes Minutes: Yes
Legal Committee		24 Aug 2018 Agenda: yes Minutes: yes										
Marketing and Communications Committee										2 Apr 2019 Agenda: Yes Minutes: Yes	9 May 2019 Agenda: Yes Minutes: Yes	20 Jun 2019 Agenda: Yes Minutes: Yes

	Jul-18	Aug-18	Sep-18	Oct-18	Nov-18	Dec-18	Jan-19	Feb-19	Mar-19	Apr-19	May-19	Jun-19
Members Committee		15 Aug 2018 Agenda: yes Minutes: yes									22 May 2019 Agenda: Yes Minutes: yes	
Electoral Committee									15 Mar 2019 Agenda: Yes Minutes: yes		22 May 2019 Agenda: Yes Minutes: yes	
Medical Committee			17 Sep 2018 Agenda: Yes Minutes: Yes								27 May 2019 Agenda: Yes Minutes: Yes	
Competitions Committee				30 Oct 2018 Agenda: Yes Minutes: Yes							17 May 2019 Agenda: Yes Minutes: Yes	

Meeting Schedule 2019

	Jul-19	Aug-19	Sep-19	Oct-19	Nov-19	Dec-19	Jan-20	Feb-20	Mar-20	Apr-20	May-20	Jun-20
General Meeting												
Board	15 Jul 2019 Agenda: yes Minutes: yes	14 Aug 2019 Agenda: yes Minutes: yes		8 Oct 2019 Agenda: yes Minutes: yes		12 Dec 2019 Agenda: yes Minutes: yes	7 Jan 2020 Agenda: yes Minutes: yes 22 Jan 2020 Agenda: yes Minutes: yes		7 Mar 2020 Agenda: yes Minutes: yes 23 Mar 2020 Agenda: yes Minutes: yes 2 Mar 2020 Agenda: Yes Minutes: Yes 16 Mar 2020 Agenda: Yes Minutes: Yes 30 Mar 2020 Agenda: Yes Minutes: Yes	16 Apr 2020 Agenda: yes Minutes: yes		
Disciplinary Committee	2 Jul 2019 Agenda: Yes Minutes: Yes 15 Jul 2019 Agenda: Yes Minutes: Yes		30 Sep 2019 Agenda: Yes Minutes: Yes	14 Oct 2019 Agenda: Yes Minutes: Yes 28 Oct 2019 Agenda: Yes Minutes: Yes	11 Nov 2019 Agenda: Yes Minutes: Yes 25 Nov 2019 Agenda: Yes Minutes: Yes	9 Dec 2019 Agenda: Yes Minutes: Yes 23 Dec 2019 Agenda: Yes Minutes: Yes	6 Jan 2020 Agenda: Yes Minutes: Yes 20 Jan 2020 Agenda: Yes Minutes: Yes	3 Feb 2020 Agenda: Yes Minutes: Yes 17 Feb 2020 Agenda: Yes Minutes: Yes				
Appeal Committee												
Finance Sub-committee			24 Sep 2019 Agenda: Yes Minutes: Not yet									
Strategy Sub-committee			24 Sep 2019 (Part 1) Agenda: Yes Minutes: Not yet	2 Oct 2019 (Part 2) 30 Oct 2019 (Part 3) Minutes: Not yet	15 Nov 2019 Agenda: Yes Minutes: Yes 27 Nov 2019 Agenda: Yes Minutes: Yes	4 Dec 2019 Agenda: Yes Minutes: Yes (not confirmed)						
Organisational Development Committee												
Technical and Playing Committee		1 Aug 2019 Agenda: Yes Minutes: Yes									12 May 2020 Agenda: Yes Minutes: Yes	
Coaching Sub-Committee					20 Nov 2019 Agenda: Yes Minutes: Yes							
Youth Development Sub-Committee					26 Nov 2019 Agenda: Yes Minutes: Yes							
Competitions Sub-Committee												
Futsal and Beach Soccer Sub-committee					31 Nov 2019 Agenda: yes Minutes: no							

Meeting Schedule 2019

	Jul-19	Aug-19	Sep-19	Oct-19	Nov-19	Dec-19	Jan-20	Feb-20	Mar-20	Apr-20	May-20	Jun-20
Women's Football Sub-Committee						11 Dec 2019 Agenda: yes Minutes: yes						
Audit Committee						18 Dec 2019 Agenda: yes Minutes: yes (not yet confirm)		28 Feb 2020 Agenda: yes Minutes: yes (not yet confirm)				
Referees Committee			11 Sep 2019 Agenda: Yes Minutes: Yes	28 Oct 2019 Agenda: Yes Minutes: Yes		20 Dec 2019 Agenda: Yes Minutes: Yes						
Legal Committee												
Marketing and Communications Committee				31 Oct 2019 Agenda: Yes Minutes: Yes								
Members Committee					1 Nov 2019 Agenda: yes Minutes: yes							
Electoral Committee		19 Aug 2019 Agenda: yes Minutes: yes										
Electoral Appeal Committee												
Medical Committee				21 Oct 2019 Agenda: Yes Minutes: Yes								

Staff Recruitment Policy and Procedures

1. Authorization of Recruitment Actions

- 1.1 To fill a vacant post, it may be through internal recruitment, and / or external recruitment, or transfer / deployment, or through internal promotion.
- 1.2 For any existing post, when it is vacant, the department head can authorize and inform HR to commence the recruitment action for the relevant post replacement. If needed, the department head can make modifications to that post (e.g. in job nature or post title), with consent from HR Manager. Advice from Head of Corporate Governance will be sought if needed. The CEO takes the responsibilities to confirm the job descriptions for all vacant positions. For the post of Chief Executive Officer, Head Coach and Technical Director, the recruitment procedures such as forming the recruitment panel (for shortlisting and conducting interviews) shall be determined by the Board of the HKFA. The job descriptions of the Chief Executive Officer shall be confirmed by the Board of HKFA.
- 1.3 For establishment of any new post in a department, approval by the CEO should first be sought, who will consult and get consent from the Organizational Development Committee (ODC) / relevant governing committee as appropriate. The department head can then authorize the recruitment procedures for the new post.

2. Arrangement for Internal and External Recruitment

- 2.1 The approach to fill vacant posts can be through following means under different scenarios:-

No.	Scenario	Action to be taken
1	Internal transfer Vacant position is found: - Potential staff member(s) considered suitable for	<i>(Not applicable to vacancies funded by LCSD / HAB)</i> - Direct appointment for internal transfer can be made with recommendation from respective

No.	Scenario	Action to be taken
	transfer to this position (as recommended by department head)	department head(s) and approval from CEO.
2	<p>Internal promotion</p> <p>Vacant position is found:</p> <ul style="list-style-type: none"> - Potential staff member(s) considered suitable for promotion to this position (as recommended by department head) 	<p><i>(Not applicable to vacancies funded by LCSD / HAB)</i></p> <ul style="list-style-type: none"> - Open external recruitment for internal promotion can be exempted with approval from CEO. - The vacancy needs to be made open for all internal staff members, with usual recruitment / interview processes followed through accordingly.

- 2.2 Any staff member who considers himself/herself suitable for the vacant post and wants to apply may follow the application procedure as given in the relevant circular / advertisement.
- 2.3 External applicants for a vacant post may come from respondents to local newspaper advertisements, corporate website, and waiting list of previous recruitment exercises.

3. Recruitment Advertisements

- 3.1 Based on the job descriptions, the hiring department/unit is required to draft / review the advertisements, with input from HR which will help to place advertisements as appropriate.
- 3.2 The content of the advertisement should include:
- a) Specifications on the scope of responsibilities of the post;
 - b) Qualifications and experience required (should make reference to the entry requirement for related job grades);
 - c) Expected/preferred attributes, competencies and skills;
 - d) Brief indication of remunerations or requiring the applicant to state

- expected salary;
- e) The address/e-mail and closing date for application;
 - f) Handling time frame, if appropriate (i.e. *“Applicants not contacted within 4 weeks after the deadline may consider their applications unsuccessful and all related information will be kept on our files up to a period of 6 months.”*).
 - g) The standard personal data collection statement (i.e. *“Personal data provided by job applicants will be used strictly in accordance with employer’s personal data policies for recruitment purpose”*).
- 3.3 The recruitment advertisement will be posted on the HKFA website (in addition to other channels that may be posted as agreed between HR and the hiring manager).

4. Short-listing Candidates

- 4.1 All applications should be processed in strict confidence according to the Personal Data (Privacy) Ordinance, especially for document bearing name and HKID no. of applicants.
- 4.2 The shortlisting process should be agreed with the Hiring Manager, who is responsible for the preliminary screening and short-listing, who may assign a designated staff member to assist where considered appropriate. Typically, the number of shortlisted candidates would be in the range between 3 and 8. Applications for the same position should adhere to the same recruitment process where only job applications fulfilling all requirements should be considered unless exceptional approval by the Hiring Manager.
- 4.3 Short-listing should strictly follow the written criteria deduced from the job analysis/description of the post. Shortlisting results and justifications need to be properly recorded and documented.

5. Selection and Appointment

- 5.1 Selection of a suitable candidate for a particular post is usually conducted in the form of interview.
- 5.2 Interview Arrangement

- a) All invitations for interview shall be coordinated by the HR.
- b) Applicants will be requested to submit their CVs before attending interviews if applicable.
- c) Interview will be conducted by the Hiring Manager and relevant parties (as stipulated below). An interview assessment form is required to be completed. The second/final interview of applicants will be conducted if considered necessary by the Hiring Manager. Apart from the recruitment of CEO, Head Coach and Technical Director, (these positions will be administered in different process with a recruitment panel (may involve an individual shortlisting panel and an individual interview panel) as determined by the Board), the following parties should be involved in the recruitment process (unless otherwise advised by the hiring manager). In any cases, at least two members should be involved in an interview.

Level of Recruiting person	Parties to be involved in the Recruitment Process
CEO	<ul style="list-style-type: none"> - Chairman of the Board as the chairman of recruitment panel - Other relevant Board members as determined by The Board
Head Coach/ Technical Director	<ul style="list-style-type: none"> - Chairman of the Technical & Playing Committee as the chairman of recruitment panel. - CEO - Other relevant parties / committee members as determined by The Board
Senior management (e.g. department head)	<ul style="list-style-type: none"> - Chairman (or delegate) of relevant committee as the chairman of recruitment panel - Other relevant staff / committee member(s), as determined by the Chairman of relevant committee - CEO
Manager	<ul style="list-style-type: none"> - Hiring manager (i.e. respective department head), as the chairman of recruitment panel - Head of another department as the third party if needed (as determined by the hiring

	manager) - Head of Corporate Governance / HR Manager
Officer and below	- Hiring manager (i.e. supervisor of the job position), as the chairman of recruitment panel - Respective department head (if he / she considers necessary, who will be the chairman of the interview panel then if present.) - Manager of another department as the third party if needed (as determined by the hiring manager) - HR Manager / Officer

- d) Additional members where considered appropriate can be invited by the hiring manager / respective department head as needed, for ensuring the presence of necessary technical expertise in the selection process.
- e) Depending on the requirements of the post, written test may be conducted when it is deemed necessary by the hiring manager.
- f) If there are two (or more) candidates are considered with similar capability for the post and difficulty in conclusive selection is found, a 2nd interview can be arranged as determined by the hiring manager in such case. The hiring manager's supervisor (and other member(s) as considered appropriate by the hiring manager / respective department head) will be involved in the 2nd interview for the final selection.
- g) When a panel member declares with conflict of interest that he / she is a close friend/ relative of a candidate, the chairman of recruitment panel needs to consider if alternative arrangement should be made. Where appropriate, the concerned member should be refrained from the recruitment process. In case the hiring manger is involved, department head / CEO should be consulted instead.

5.3 During the Interview

- a) Hiring manager / recruitment /panel members responsible for the recruitment process should take reference to the job requirements and interview performance in selecting the most suitable candidate for the

post.

- b) Hiring manager is required to complete the *Interview Assessment Form* after the interview as substantiation on successful applicant(s), if any. Decision is expected to be made with a general consensus among recruitment panel members, with the final decision made by the chairman of recruitment panel. Further advice from the HR can be sought if needed.

5.4 After the Interview

- a) After the interview, the selection result will be confirmed by the recruitment panel. HR will follow up to propose the terms to be offered, conduct reference check (written (preferred) or verbal as far as possible, with consent from the candidate sought beforehand). If checking under Sexual Conviction Record Check Scheme is required, HR will coordinate the arrangement with user department.
- b) The proposed offer should be adhered to the budget as far as practicable. If the proposed salary offer has exceeded the pre-determined budget, approval from CEO is required. If the concerned post is department head / directorate, approval from the Chairman of relevant governing committee/ Board is required.
- c) The package offer should be further approved by the CEO and Head of Corporate Governance, before HR to further contact the identified candidate for checking the acceptance and reporting date etc.
- d) In case of any further negotiation about the salary offer as requested by the identified candidate, HR will further discuss with the Head of Corporate Governance and seek approval from the CEO; and reiterate the process of making the salary offer.
- e) The candidate as identified in the waiting list will be considered if the candidate of first priority fails to accept the offer. If no suitable candidate can be offered eventually, the recruitment cycle will need to be repeated then.
- f) When an offer is verbally confirmed with identified candidate, HR will prepare the offer letter and / or employment agreement which will be signed by the CEO to make the appointment accordingly. According to the Article of Association of HKFA, the CEO is delegated to appoint

employees whose annual salary are below HK\$500,000. For annual salary on/above HK\$500,000, offer can only be made to the selected candidate after Board's approval. The employment agreement shall be signed by the Chairman of the Board, subject to the confirmation of appointment by the relevant party has been sought beforehand.

- g) HR will arrange with the identified candidate to explain the employment terms and formally confirm the acceptance of offer with his / her signature on the offer level / employment agreement. HR should request the candidate to sign the employment agreement no later than the first day of employment as far as possible.
- h) For unsuccessful applicants, HR will handle the personal data in accordance with the Personal Data (Privacy) Ordinance. If there are more suitable candidates than the vacancies available, these candidates will be put on a waiting list for a period of not more than 6 months and will be considered when there are suitable vacancies.
- i) Personal data of unsuccessful candidates and applications will be destroyed within 6 months after the vacant post is filled.

Remark in relation to internal candidates

- For a vacant promotional position, if there is/are internal qualified potential candidate(s) possessing the required competencies, **internal candidate(s) will first be considered** due to the following reasons:
 - a) Internal candidate(s) usually already has/have the required knowledge and is/are familiar with the corporate culture and operations of HKFA;
 - b) Greater reliability than external recruitment because the Association has a better understanding about its present employee's personality, attitudes, values and job performance than an outside candidate; and
 - c) Internal promotion will help boost staff morale.
- However, such internal candidate(s) still need(s) to be interviewed and selected by appropriate parties according to the arrangement specified in this procedure.

THE HONG KONG FOOTBALL ASSOCIATION LIMITED

Interview Arrangement

Position: _____

Part A (I) - Composition of Interview Panel (to be completed by Hiring Manager)

Selection of Interview Panels:

No. of interviewers required (please tick): ☐ 2 ☐ 3 ☐ 4

1. _____
("Chair" of recruitment panel will lead and structure the interviews)
2. _____
(a member who have the necessary technical expertise/ knowledge of the job and how it fits into the area's overall objectives)
3. _____
(Representative from Corporate Services / HR where applicable)
4. _____
(Optional and depending on the role being recruited to and the complexity of potential issues this may need to be an independent party)

Part A (II) – Interview Tasks/Questions (to be completed by Hiring Manager)

- ☐ Shortlisted candidates will be required to perform interview test
☐ Not required

Name & Title of Hiring Manager

Signature

Date

Note: the duly completed form should be passed to HR section together with the interview task questions (if any) for obtaining approval

Part B - Decision (to be completed by Appointing Authority)

Please read overleaf before completing this section

- ☐ I approve the above composition of interview panel and recommend the following action(s) to be taken to mitigate the potential conflict of interest:
- Declaration of interest from interviewers is needed.
 - If any potential conflict of interest occurs, the following appropriate arrangements will be made:
 - ☐ No actions is required.
 - ☐ the concerned member should be refrained from the recruitment process / hiring recommendation
 - ☐ the presence of _____, member of the _____ Committee in the panel is required to ensure the selection for appointment to be on basis of merit, impartial, open competition and final decision is made without prejudice
 - ☐ other actions required: _____

Name & Title of Appointing Authority

Signature

Date

General notes for Composition of Interview Panel:

The appointing authority is generally the supervisor of the hiring manager who has to consider below issues when determining panel composition:

- Staff recruitment policy and procedures sets out the composition of interview panels shall include below for appointment of different position rank:

Level of Recruiting person	Parties to be involved in the Selection Process
Senior management (e.g. department head)	<ul style="list-style-type: none">- Chairman (or delegate) of relevant committee as the chairman of recruitment panel- Other relevant staff / committee member(s), as determined by the Chairman of relevant committee- CEO
Manager	<ul style="list-style-type: none">- Hiring manager (i.e. respective department head), as the chairman of recruitment panel- Head of another department as the third party if needed (as determined by the hiring manager)- Head of Corporate Governance / HR Manager
Officer and below	<ul style="list-style-type: none">- Hiring manager (i.e. supervisor of the job position), as the chairman of recruitment panel- Respective department head (if he / she considers necessary, who will be the chairman of the interview panel then if present.)- Manager of another department as the third party if needed (as determined by the hiring manager)- HR Manager / Officer

- At least two people shall be involved in an interview and responsible for assessing applications. Additional members where considered appropriate can be invited by the hiring manager as needed.
- Grading of panel members (Panel member should be generally at a higher grade than the post being advertised, or at least of the same grade.)
- The necessity and adequacy of independent member(s) in the panel (An independent member must be someone who won't have a direct involvement in the role and can bring a different perspective and add value to selection as well as helping to ensure consistency across areas).
- Action required (if needed) to address perceived or actual conflicts of interest (All panel members are responsible for completing their conflict of interests form and for keeping their own notes throughout the process. They must be aware of the merit principle and the need to avoid favoritisms).

HONG KONG FOOTBALL ASSOCIATION

DECLARATION OF CONFLICT OF INTEREST

Part A - Declaration *(To be completed by Declaring Party)*

To : Position of HKFA (Approving party)

Name and Designation

I, _____, hereby declare that:

I am currently holding the post of _____ of the Hong Kong Football Association Ltd. I am nominated as an interview panel member for the recruiting position “_____”. I understand the job requirements of the position and the hiring manager considers that I am able to evaluate the suitability of the applicants. The arrangement is being approved by the CEO of HKFA.

Please tick an appropriate box:

☐ I do not personally know any one of the shortlisted candidates applying for the position.

☐ I personally know _____ of the shortlisted candidates:

Candidate name: _____

Relationship: _____

Candidate name: _____

Relationship: _____

No conflict of interest will arise during my involvement with the interview assessment where no private interest influence, or may be seen to influence my actions as an interview panel member.

I do not have any personal bias, inclination which may in any way affect my objectivity, independence or impartiality in making my recommendations for the position.

Signature of Declaring Party

Name/Title

Date

Part B – Acknowledgement *(To be completed by Approving Authority)*

The information contained in this declaration form is noted and will be handled with the above consideration taken into account. This record and subsequent follow up action will be properly maintained in the HKFA Secretariat for future reference.

_____	_____	_____
Signature of Approving Authority	Name/Title	Date

THE HONG KONG FOOTBALL ASSOCIATION LIMITED**JOB DESCRIPTION**

Position:	Chief Executive Officer
Reports to:	Chairman
Expectation:	<p>The Chief Executive Officer will report to the Chairman and is accountable to the Board for the implementation and execution of the agreed strategy for the HKFA.</p> <p>This role is a key appointment as part of the plan for change and the HKFA Football Development strategy. The Chief Executive Officer will be responsible for the Executive leadership of the organisational transformation of the HKFA.</p>

Education Needed	Specific educational experience related to the sports industry, business and leadership is highly preferable.
Skills & Experience Needed	<p>Profile, Skills and Experience</p> <ol style="list-style-type: none"> 1. The successful candidate must have proven experience in a high profile, complex, multi stakeholder organisation. 2. Preferably, the successful candidate will have a track record of running a substantial business or organisation and will already have the necessary general management and executive leadership experience to take on this role. 3. Whilst it is not essential that the individual comes from a sports/football background, as a minimum requirement they must have an understanding and empathy with football both as a sport and as a business. 4. Evidence of success in brokering collaborative working relationships with a range of stakeholders across an industry will also be vital. 5. Well-developed leadership and management skills with a track record of creating a culture of strong internal effectiveness and developing senior management teams to deliver operationally against strategic aims and objectives. 6. Sound financial management and negotiation skills. 7. Demonstrable capacity to develop policy options for the Board. 8. Significant commercial achievements. 9. Management of complex organisational change. 10. As a high profile public face of the game in Hong Kong, you will also require skills and experience in managing relationships with the media.

	<p>Personal Characteristics and Profile</p> <p>The personal style and approach of the individual is very important, as the job holder will have dealings with a significantly diverse group of interested parties. This means the individual must have an adaptable style with strong consistent interpersonal skills and a proven ability to work collaboratively.</p> <p>Key personal characteristics will include:</p> <ol style="list-style-type: none"> 1. A versatile and persuasive leader, capable of building interest with a dynamic personality. 2. A hands-on style, with considerable personal credibility and authority. 3. Maturity in terms of presentational style and behavior. 4. Good people management and team building skills in order to build and lead a strong, capable and effective team. 5. High energy, drive and determination and the ability to prioritise and juggle conflicting demands. 6. Calm but firm in terms of communication style and general demeanour. 7. Good strategic thinker - an influencer and shaper. 8. Resilient, patient and diplomatic, with gravitas and presence - a leader by example.
Key Responsibilities	<ol style="list-style-type: none"> 1. On behalf of the Board, to lead the implementation of football development strategy as a means of establishing the HKFA as a financially strong and effective entity and thereafter to oversee and direct the activities of the HKFA in such a manner that ensures the sustainability of the organisation as a strong and effective governing body. 2. To develop, review, update and implement strategies aimed at continually promoting and improving the game of football in Hong Kong at all levels from grassroots to the professional level including youth football, women's football and mini football/futsal. 3. To provide the HKFA with the direction and leadership to deliver its commercial objectives as agreed with the Chairman and the Board, including not only consolidating and building on existing income streams but continuously seeking to widen the sources of funding and introduce new revenue streams. 4. Through a wide range of potential commercial developments, broadcast and sponsorship revenues, to identify and exploit new income opportunities against agreed targets.

	<ol style="list-style-type: none"> 5. To lead and develop the HKFA in organizational terms, ensuring it is effectively and appropriately resourced to ensure the efficient and effective management of all operations. 6. To manage, and be accountable for the financial performance of the HKFA, monitoring and controlling costs in accordance with agreed objectives, as set by the Board. 7. To lead, motivate and inspire, creating a culture which allows staff to develop to their full potential, whilst ensuring they meet their objectives. 8. To create a performance culture throughout the organisation. This will include the setting of performance objectives and formally measuring against those objectives. 9. To create a cohesive organisation based on a strong ethos of consistent delivery and continuous operational improvement. 10. To ensure that the HKFA has a well-considered communications strategy and to oversee and direct its effective execution. 11. To maintain and develop relationships with all aspects of the media in order to highlight the work of the HKFA initiating PR activities as appropriate. 12. To lead and develop major projects at national and international level aimed at raising the profile of football in Hong Kong, maintaining and developing relationships with Government Ministers and Government Agencies and major sponsors as appropriate. 13. To serve on international football bodies and committees (such as the AFC) as authorised by the Board in order to influence and shape policy for the development of football in the Asia region, and ultimately worldwide, and to ensure that the HKFA is well placed to influence such development. 14. To lead on and develop structures to help secure the success of winning Hong Kong Teams. 15. To ensure that the HKFA delivers on all of its statutory requirements and promotes the highest standards of corporate governance and transparency. 16. To perform such other duties and responsibilities as instructed by the Board from time to time. 17. To develop business plans, widen the sources of funding and revenue streams, and be accountable for the operation and financial performance of the Football Training Centre.
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THE HONG KONG FOOTBALL ASSOCIATION LIMITED**JOB DESCRIPTION**

Position:	Head of Corporate Governance
Reports to:	Chief Executive Officer
Expectation:	The appointee is a key member of the HKFA Senior Management Team and will report to the Chief Executive Officer. The job holder will be responsible for the provision of an efficient and effective business service delivery for the full spectrum of the corporate support activities of the HKFA, encompassing Financial Planning and Control, Legal and Compliance Matters (non-football), Human Resources, Information Technology, Internal Control, Procurement, Office Administration, Facility Management, and Committee Work.

Education Needed	Master/Degree holder in Business Administration/Finance/Legal or related discipline.
Skills & Experience Needed	<ol style="list-style-type: none"> 1. Minimum of 15 years relevant experience in a senior management position in a sizeable organization, preferably a sport-related or public organization. 2. Actual experience of operating at Executive Team/Board level within a high profile sports organization, Government/public sector and/or private sector/commercial fund providers would be highly advantageous. 3. Possession of knowledge in the management of Finance & Accounts, HR, IT, Internal Audit, Legal & Company Secretarial would be of advantage. 4. Capable in preparing relevant written material including annual reports, monthly bulletins, press releases, briefings and presentations. 5. Excellent interpersonal and team working skills. 6. Proven analytical, problem solving, and project management skills. 7. Well rounded management skills with proven business as well as financial acumen. 8. Good team player with excellent communication, leadership skills plus a positive and proactive attitude. 9. Excellent command of both written and spoken English, Chinese, and Mandarin. 10. Hard working mindset and willing to do what is required to support the organizational objectives.

Key Responsibilities	<p>Departmental Management</p> <ol style="list-style-type: none"> 1. To oversee the day to day operations of the finance, administration, human resources, information technology and internal control sections. 2. To be responsible for departmental budgetary controls. 3. To ensure that the working environment of the HKFA is effective, productive, safe and that the ambience and appearance reflects the status of the organization as a NSA. <p>Senior Management</p> <ol style="list-style-type: none"> 1. To assist the Chief Executive Officer in the overall management, operations, financial planning and manpower planning. 2. To be responsible for legal and company secretarial matters. 3. To review the internal processes, systems procedures currently in place at the HKFA, to identify internal control issues and to produce reports for improvements recommendations. 4. To design, preparation and submission for the ODC Board's approval of HKFA policies and procedures manual which clarifies procurement and payment procedures, levels of designation for all tiers of management and all other necessary procedures to enable the HKFA to manage its affairs in strict accordance with relevant guidelines. 5. To set up new systems including HR policies, code of conduct, IT use policy and administration procedures, etc., to ensure best compliance with best practice. 6. To attend at and participate in all meetings of the Board and Committees whenever so requested. 7. To serve as Secretary of the relevant Committees and to be responsible for the drafting of papers and minutes of the meetings of both the Board of Directors and relevant Committees. 8. To liaise with the relevant Government departments relating to the funding arrangements. 9. To ensure that employees, Directors, contractors and partners uphold the highest standards of probity and full compliance with internal and external rules, regulations and policies. 10. To perform other duties as directed by the Chief Executive Officer from time to time.
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JOB DESCRIPTION

Position:	Financial Controller
Reports to:	Head of Corporate Governance
Expectation:	The position reports to the Head of Corporate Governance. The appointee will be leading a small team overseeing the daily accounting operation and full spectrum of finance and accounting duties of the Association.

Education Needed	Degree holder in Accounting / Finance or related discipline.
Skills & Experience Needed	<ol style="list-style-type: none"> 1. Qualified Accountant with over 8 years relevant experience, including at least 4 years' experience in similar position, with exposure in Big 4 accounting firm. 2. Well versed in management accounting, and solid exposure in management reporting to governing committee / Board. 3. Experience in handling government funding / other subvention, work exposure in public organizations, subvented bodies, sports industry would be advantageous. 4. Excellent command in both spoken and written English and Chinese. 5. Good leadership skills, communication with excellent interpersonal skills and ability to work with parties from different levels. 6. Able to work under pressure and meet tight deadlines. 7. Outdoor supervision to merchandize and ticketing activities may be required.
Key Responsibilities	<ol style="list-style-type: none"> 1. Supervise and oversee the daily operations of the finance department and provide guidance to finance staff. 2. Perform budgeting, budgetary control activities, cash flow management and financial forecasting. 3. Handle month end closures, tax issues, annual audits and liaise with auditors / subvention bodies. 4. Responsible for regular financial reporting, management reports and analysis. 5. Ensure statutory compliance to law and regulations, and per corporate / accounting standards. 6. Promulgate good practice in financial management and controls in accordance with AFC/FIFA protocols and industry best practice. 7. Review and enhance accounting policy and procedures. 8. Enhance costing systems to improve the operational efficiency of the Association. 9. Review and monitor the implementation and compliance of corporate procurement policies and procedures. 10. Handle other ad hoc assignments as requested.

THE HONG KONG FOOTBALL ASSOCIATION LIMITED**JOB DESCRIPTION**

Position:	Internal Control Manager
Reports to:	Head of Corporate Governance
Expectation:	Responsible for internal control matters, internal audit function and governance related committee work.

Education Needed	Degree holder with CPA (or equivalent) qualification.
Skills & Experience Needed	<ol style="list-style-type: none"> 1. At least 5 years working experience in auditing / internal control field. 2. Good understanding of corporate governance, internal control and risk management framework. 3. Excellent command of written and spoken English & Chinese. 4. Proficient in MS office and Chinese word processing. 5. Mature and able to work independently.
Key Responsibilities	<ol style="list-style-type: none"> 1. Oversee the development and implementation of internal control system. 2. Responsible for internal audit work and associated risk management function, having close liaison and coordination with professional firm in execution of internal audit assignments. 3. Responsible for the review and monitoring of deliverables and performance of internal audit professional firm. 4. Coordinate and follow up with internal parties to facilitate the execution of risk management and internal audit activities. 5. Provide guidance and advice in internal control reviews of processes and procedures for the Association. 6. Provide secretarial support for governance related committees, i.e. Audit Committee. 7. Prepare and monitor the budget in relation to discharging of required duties. 8. Coordinate and undertake other and ad hoc projects as assigned.

THE HONG KONG FOOTBALL ASSOCIATION LIMITED**JOB DESCRIPTION**

Position:	Human Resources Manager
Reports to:	Head of Corporate Governance
Expectation:	Develop and implement a full spectrum of human resource functions and support services, formulating HR policies and strategies in line with the needs of the Association and the HKFA strategic plan. The position requires close liaison with HAB and LCSD in relation to funding applications and documentation submissions.

Education Needed	Degree Holder, preferably a MBA holder and professional qualification in Human Resources discipline is a must.
Skills & Experience Needed	<ol style="list-style-type: none"> 1. At least 10 years' relevant working experience in Human Resources Management in a senior/managerial position. 2. Well-versed in local employment law and other employment related ordinance. 3. Have a proven track record in HR management with a sound understanding and experience best practice HR processes and systems, preferably have applied knowledge of the legal factor involved in the administration of employment policies and services in non-government sectors. 4. Excellent command of spoken and written English and Chinese, communication and interpersonal skills. 5. Mature and able to work independently.

Key Responsibilities	<ol style="list-style-type: none"> 1. Play a leadership role on implementing change, with particular focus on strategic Human Resources Management. 2. Provide consultancy to CEO and HCG to enhance organization effectiveness and corporate governance. 3. Manage the recruitment process, employment offers, contract renewals and terminations, advising CEO/HCG on HR matters such as utilizing the right resources, the right processes and the right timelines, ensure proper procedures are adhered in compliance with the funding requirements. 4. Establish HR needs of the Association to meet organizational objectives and services requirements, assure company compliance with provisions of employment related laws. 5. Communicate and facilitate implementation of the visions, policies, procedures and practices, in particular the harmonization exercise, new systems to be developed with the HCG and to evaluate the outcome. 6. Update of employee handbook/ HR guidelines to ensure compliance with legislative requirements. 7. Assist the HCG with analysis and mapping of staffing structure, forecasting of manpower needs and other elements necessary for the development of the Human Resources package. 8. Prepare yearly budget in relation to staff cost and employment related expenses. 9. Liaise with the Financial Controller internally and the HAB/LCSD externally in completing the annual audit, verifying the accuracy of funding disbursements quarterly. 10. Prepare and/ or collate HR reports to support the HKFA's funding applications, whenever required. 11. Manage monthly payroll, benefits administration and tax returns for employees. 12. Develop performance management processes. 13. Implement HR related projects and to monitor the consistency and on-going compliance. 14. Identify and plan development needs for staff, coach and guide other staff members on the team, motivate team members to service the objectives of the Corporate Services Department.
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