

**For discussion on  
13 July 2020**

**Legislative Council Panel on Home Affairs**

**Hong Kong Football Association Strategic Plan**

**Purpose**

This paper reports to Members the review findings of the Hong Kong Football Association (HKFA)'s Five-year Strategic Plan (Five-year Plan) and its new strategic plan.

**Background**

2. In October 2011, the Sports Commission (SC) endorsed a proposal to earmark \$20 million annually from 2011-12 to 2013-14 to the HKFA to implement the recommendations in the Project Phoenix report. During the three-year period, a total of \$55.45 million was allocated to the HKFA. In reviewing the Project Phoenix in May 2014, the Football Task Force (FTF) considered that the HKFA had made reasonable progress in implementing the changes as recommended in the Project Phoenix report and taken positive steps towards the further development of local football. The membership list of the FTF is at **Annex 1**.

3. Following the Project Phoenix, the HKFA presented the Five-year Plan as a logical and progressive way forward for further development of football, based on the groundwork laid under the Project Phoenix. The FTF considered that the Five-year Plan is a comprehensive plan covering all age groups with a view to nurturing local footballers with talents to improve the quality of the sport locally and raising our performance in playing football. To enable the HKFA to deliver the Five-year Plan, its administrative and technical capability developed under the Project Phoenix should be retained. In this connection, the FTF suggested that, upon the completion of the Project Phoenix, the Government should continue to provide time-limited funding for the HKFA's engagement of key administrative and technical staff to implement the Five-year Plan. The FTF suggested the inclusion of performance indicators and quantifiable targets directly relating to the initiatives in the Five-year Plan in the funding agreement with the HKFA. The FTF's suggestion was subsequently endorsed by the SC.

4. Having considered the views of the FTF and the SC, the Government entered into a five-year funding agreement with the HKFA in which it was stipulated that the Government would allocate a maximum of \$25 million annually to the HKFA for the implementation of the Five-year Plan for a time-limited period of five years, from 1 April 2015 to 31 March 2020. The Five-year Plan was concluded in March 2020.

5. The Home Affairs Bureau (HAB) earmarked a total of \$125 million for the implementation of the HKFA's Five-year Plan from 1 April 2015 to 31 March 2020. Due to the pandemic, the HKFA's work on finalising its new five-year strategic plan was delayed. Since the HKFA's actual expenditure of about \$109 million for implementing its Five-year Plan (from April 2015 to March 2020) was less than the earmarked amount, the HAB agreed to deploy \$6.2 million from the remaining amount to fund the HKFA's posts so as to maintain the required administrative and technical capability of the HKFA during the transitional period from April to June 2020.

### **Final Review of the Five-year Plan**

6. The HAB and the FTF conducted a mid-term review on the Five-year Plan in 2017-18 and the findings of the review was reported to the Panel on Home Affairs of the Legislative Council in July 2018 vide LC Paper No. CB(2)1836/17-18(01). The HAB and the FTF conducted a final review on the Five-year Plan in the second half of 2019. The FTF members and its Secretariat collected views of the stakeholders through the following channels –

- (a) reviewing the report on the Five-year Plan prepared by the Chief Executive Officer of the HKFA;
- (b) reviewing the HKFA's performance in the 33 performance targets and indicators set out in the funding agreement;
- (c) meeting with members of the HKFA Board, subvented staff, representatives of football clubs, coaches, referees, players, fans, media as well as grassroots football participants and their parents to gain some insights on their views on the performance of the HKFA and the state of development of football in Hong Kong; and
- (d) sending out questionnaires to people in the football community, including coaches, referees, administrators and players at all levels

to collect their views on matters covered by the Five-year Plan.

7. The outcome of the final review is largely identical to that of the mid-term review. The FTF recognises the HKFA's achievements in various areas under the Five-year Plan. In particular, the FTF commends the HKFA in developing grassroots and youth football, women's and girls' football and futsal. However, there are rooms for improvement by the HKFA in some areas, including the performance of the Hong Kong Teams, the promotion of the Hong Kong Premier League (HKPL), communication and relationship with stakeholders and reliance on public funding.

8. Stakeholders in the football community are in general supportive of the Government's support and funding to the HKFA. They recognise that the Government's support has been vital to improving the administrative capability of the HKFA for the implementation of the Five-year Plan, which in turn benefits the overall development of football in Hong Kong. Looking forward, many stakeholders are of the view that the HKFA should redouble its efforts in developing our young players in the future. The conclusions of the final review are summarised in the ensuing paragraphs.

#### *Performance targets and indicators*

9. According to the half-yearly report of the Five-year Plan submitted by the HKFA in March 2020, the HKFA has met 23 out of the 33 final targets and indicators included in the funding agreement. A summary is shown at the following table and more information is provided at **Annex 2**.

	Total	Final result		
		Target exceeded	Target met	Target unmet
Performance targets	28	12	9	7
Performance indicators	5	1	1	3

10. The HKFA could not meet seven performance targets on the numbers of coaches and referees at different license levels. Nevertheless, it just narrowly missed four of these seven targets each by less than 10 persons, including the numbers of 'B' License coaches, Women FIFA Referee, Women FIFA Assistant Referee and Class 2 Referee.

11. To our disappointment, the HKFA could not meet three performance indicators, including the average attendance per HKPL match, the average daily

website hit and number of membership.

### *Community football*

12. The HKFA has been effective in expanding various development programmes on community football, covering grassroots and youth football, women’s and girls’ football and futsal, as well as broadening the base of participants in these football programmes. The number of participants and the related targets are listed in the following table.

	Number of participants				
Football season	2015-16	2016-17	2017-18	2018-19	2019-20
<b>Grassroots and youth football</b>					
Target	14 750	15 000	15 000	15 000	15 000
Actual	13 394	15 313	15 401	16 929	17 032
<b>Women’s and girls’ football</b>					
Target	1 950	2 318	2 770	2 967	3 000
Actual	2 391	2 534	5 220	5 176	4 078
<b>Futsal</b>					
Target	9 500	11 000	13 000	15 000	15 000
Actual	15 977	18 925	21 174	23 413	23 413

13. The increased participation at grassroots and youth football levels would enable the HKFA to identify a larger pool of potential players for high performance training, which is conducive to improving the overall performance of local football. On women’s football, the HKFA has effectively increased the opportunities for females to participate in football and established Hong Kong Women’s Teams at various age groups. On futsal, the HKFA has helped primary and secondary schools develop over 160 futsal school teams through its School Sports Programme.

### *Coach development*

14. Coaches play a significant role in the qualities of training of players. Improving the quality of coaches is key to the further development of football by the HKFA. Under the Five-year Plan, the HKFA undertook to improve coach education and increase the supply of qualified coaches to support player development. Around 1 200 persons have been awarded coach licences of different levels during these five years according to the HKFA’s information. The pace of coach development has also been accelerated, with Pro Licence coaches nurtured ahead of the HKFA’s plans under the Five-year Plan. Besides, the quality of coach education has improved with the opening of the FTC in

August 2018, which allows integrated training in classroom, pitches and the gym to be held. In the final review, football stakeholders are generally of the view that the HKFA's coach education has improved and become more structured.

### *Referee development*

15. Since its establishment in 2013, the Referees Department of the HKFA has been actively increasing the number of qualified referees at various levels and improving their standards of refereeing. In addition, the HKFA has made efforts in training female referees, which increases the opportunities for females to work and participate in football.

### *Football facilities*

16. The FTC is one of the key projects under the Five-year Plan. To increase the supply of pitches for training, the HKFA commenced construction of the FTC in Tseung Kwan O in 2016. Comprising three standard-sized natural turf pitches, three standard-sized artificial turf pitches, a hard-surfaced futsal pitch and related auxiliary facilities, the FTC now provides training venues to the Hong Kong Teams and clubs. It also provides the HKFA with a venue for running various development plans and community football activities. The FTC has commenced operation since August 2018 and has been opened for use by the public since March 2019.

### *Performance of Hong Kong Teams*

17. Given the considerable public funding invested in football development, there is growing public expectation to see better performances on the pitch by the Hong Kong Teams. Similar to the findings of the mid-term review, the FTF is disappointed with the lack of improvement in rankings of the Hong Kong Teams under the Five-year Plan. The FTF has again urged the HKFA to take this issue seriously, review the underlying reasons and make effective improvements.

### *HKPL*

18. One of the strategic objectives under the Five-year Plan is to enhance the HKPL through the new Club Licence System. These licence requirements are intended to enhance the governance, management, operation and professional standards of football clubs so as to develop professional football. After the mid-term review, the FTF notes that the HKFA has made much effort

to assist the HKPL clubs in achieving full compliance with the licence requirements. In the 2018/19 football season, all the HKPL clubs had successfully obtained their club licence which was the first time ever since the implementation of the club licence system in 2014.

19. Marketing is key to the long-term development of the HKPL. It is conducive to improving the overall revenue of the HKPL, thereby helping to equip the HKPL clubs with the financial capabilities to participate in the HKPL again in the coming football season. In the final review, stakeholders are generally of the view that the HKFA should strengthen its efforts in promoting the HKPL and attracting commercial sponsorship to improve the financial viability of the HKPL. The FTF also recommends the HKFA to consider ways to make effective use of social media platforms to promote the HKPL.

20. The average attendance per HKPL matches has been consistently low and has not improved after the mid-term review. The FTF is concerned about the situation and has urged the HKFA to address the issue seriously and make improvements. The FTF has suggested the HKFA to monitor online viewership on HKPL matches and examine how the viewership could be used to generate income for the HKPL and the clubs.

#### *Engagement with stakeholders*

21. As pointed out in the mid-term review, the FTF considers that the HKFA should enhance its communications and build up a closer relationship with stakeholders. In the mid-term review, the FTF recommended that the HKFA should review its public relations strategies and enhance its relationship and communication with stakeholders and organisations (including the media) to building consensus and secure their support for its work and new initiatives. However, in the final review, the FTF has found that the HKFA's improvements made in this area remain insignificant. For example, a number of reporters still consider that the HKFA has not provided effective assistance to their work. The FTF has urged the HKFA again to improve in this area.

#### *Reliance on public funding*

22. The funding commitment under the Five-year Plan is time-limited. In the mid-term review, the FTF urged the HKFA to step up its efforts in seeking income generated from commercial sectors. However, in the final review, there has been no improvement in this area. The FTF has urged again for the HKFA's improvement and also recommends the HKFA to consider organising major exhibition matches with the HAB's Major Sports Events

Matching Grant Scheme to increase its commercial sponsorships, as well as boost its work in marketing and football promotion.

### **Director of Audit's Report**

23. In April 2020, the Director of Audit published his Report No. 74, of which Part 4 of Chapter 1 covers a value-for-money audit on the funding for football development through the Arts and Sport Development Fund (Sports Portion). Some of the observations and recommendations in the report are similar to the findings of the mid-term review and final review as mentioned above, including the performance of the Hong Kong Teams, attendance of the HKPL matches and the HKFA's declining self-generated income. The audit report has also raised a number of administrative and governance issues of the HKFA. Our proposals in response to these issues are set out in paragraphs 39 to 47 below.

### **Vision 2025 Strategic Plan**

24. The HKFA has prepared the Vision 2025 Strategic Plan (V2025 Plan) at **Annex 3** to set out its priorities, strategic goals and objectives for the 2020/21 to 2024/25 football seasons. The V2025 Plan contains seven major strategic goals (SGs), namely –

- SG1: The Hong Kong 2034 Project;
- SG2: An ever-improving Hong Kong senior men's team;
- SG3: An improving and independently-operated top men professional league with stable teams;
- SG4: An ever-improving Hong Kong senior women's and girls' team;
- SG5: To achieve success in international futsal competition and make Hong Kong futsal team a top tier team in Asia;
- SG6: Football for everyone – increased opportunities to participate; and
- SG7: Financial sustainability and good governance.

25. The FTF commends the HKFA for expending its efforts in developing the V2025 Plan. It considers that the V2025 Plan would provide new directions in developing local football based on the groundwork laid under the Five-year Plan.

26. The FTF supports many of the directions and initiatives in developing local football under the 2025 Plan, in particular developing high

performance football and nurturing young players, improving the performance of the Hong Kong Teams, improving the HKPL, strengthening the promotion of football for everyone (including grassroots and youth football, women's and girls' football and futsal) and improving corporate governance. Therefore, the FTF recommends the Government to consider providing funding for the relevant work. Details are set out in paragraphs 38-44 below.

27. The FTF also points out that some of the proposals in the V2025 Plan are still subject to consensus building with stakeholders; while the conception of some other proposals seems premature. The FTF could not provide any support to these proposals at this stage. To avoid any misunderstanding that the V2025 Plan has the full backing of the Government, the Government has accepted the recommendation of the FTF that we should only note the content of the V2025 Plan.

28. Upon review of the V2025 Plan, the FTF has provided the following views to the HKFA.

#### *The Hong Kong 2034 Project*

29. The HKFA has attracted much public attention on one of the SGs of the V2025 Plan, namely the goal for the Hong Kong Team to qualify for the FIFA World Cup in 2034. While the FTF agrees that the HKFA could set its long-term goal for the performance of the Hong Kong Team, having considered the rapid growth and fierce competition in football around the world, it would be extremely challenging for the Hong Kong Team to qualify for the World Cup within 14 years with its current standard of play. In addition, the FTF notes that the HKFA has set short to medium-term deliverables on the performance of the Hong Kong Teams, of which the short-term ones include qualifying for the round of 16 and the semi-finals of the Asian Football Confederation (AFC) U16 Youth Tournament in 2022 and 2024 respectively. The FTF considers that there are significant gaps in the performance levels between our youth team and the top teams in the region, and it is difficult for the Hong Kong Team to significantly boost its performance in a short period of time. Despite reservations on the abovementioned 2034 and 2024 targets, the FTF supports the objective of the HKFA to strengthen youth training and nurture local young players.

#### *Premier Youth League (PYL)*

30. The FTF supports the HKFA's proposal to establish the PYL to provide more opportunities for young players to participate in high performing



matches. It agrees that match opportunity is key to nurturing young players and hone their abilities. To ensure the competitiveness of the PYL matches, the FTF suggests that the HKFA should introduce a promotion and relegation system for the PYL instead of only inviting the youth teams of the HKPL clubs to participate.

#### *Supporting club's work in youth training*

31. The HKFA was responsible for the planning and implementation of youth training under the previous Five-year Plan. Under the V2025 Plan, the HKFA proposes to assist clubs in implementing their youth training systems to capture a larger pool of potential young players. The FTF supports the HKFA's proposal to set the benchmark for elite player development in local clubs through the implementation of the AFC Elite Youth Scheme, and provide funding and support in venue, coaching, physical fitness and sports science to eligible clubs for their work on youth training. The FTF recommends the HKFA to consider devising a set of objective eligibility criteria so as to allow all eligible clubs to benefit from the above proposal.

#### *Education grant*

32. The FTF welcomes the HKFA's initiative to improve the dual support to players on education and career under the V2025 Plan. On the proposed introduction of a scholarship for professional players to undertake a diploma or undergraduate degree course, the FTF recommends the HKFA to devise a set of objective assessment criteria for player selection. The FTF also believes that the scholarship should also be made available to all members of the Hong Kong Men's, Women's and Youth Teams, instead of restricting to players of the HKPL clubs.

#### *HKPL*

33. Under the V2025 Plan, the HKFA plans to extend the period of designated allocated home venue by the HKPL clubs from one year to three years, as well as allow clubs to manage their own match day operations. The FTF supports these plans because they could help clubs improve the match day experience, attract more fans and increase the attendance rate of the HKPL matches. However, the FTF has reservations in the HKFA's target to establish an independently-operated league organisation. Having considered the current commercial revenue of the HKPL, the FTF have doubts on the financial viability of establishing such an organisation in five-years' time. In addition, the FTF notes that the V2025 Plan contains a number of proposals that are still

subject to consensus building with stakeholders, including a change in the cycle of the football season and the introduction of a financial fair play rule. The FTF considers that these proposals would have significant impact on local football. It has advised the HKFA of the need to carefully examine the feasibility of these proposals, provide detailed justifications and thoroughly consult all stakeholders before giving them for their consideration. After that, the HKFA may reconsider these proposals.

#### *Regional football training centres*

34. Under the V2025 Plan, the HKFA proposed to explore the development of more football training centres in Northwest Kowloon, in the New Territories, or on Hong Kong Island. Given that the HKFA has yet to achieve a viable financial arrangement for the FTC in Tseung Kwan O, the FTF considers that the HKFA is not yet ready to start the discussion on a proposal for additional football training centres.

#### *Corporate governance*

35. Under the V2025 Plan, the HKFA proposes to strengthen its corporate governance through a number of measures. These include strengthening its audit mechanism and internal control, improving its keeping of management records and financial reports for better transparency, stepping up management of staff performance, and ensuring the compliance of the HKFA's operation with the articles of the FIFA, the AFC and the HKFA.

36. The Director of Audit recently conducted a value-for-money audit on the Government's funding for the HKFA's implementation of its Five-year Plan, with his observations and recommendations set out in his Report No. 74. The FTF considers that many of the corporate governance issues identified in the report can be attributed to the poor performance of the HKFA Management, while the HKFA Board has the responsibility to oversee the performance of its Management. Therefore, the FTF has strongly urged the HKFA Board and Management to seriously follow-up and rectify the related issues as soon as possible.

37. One of the performance indicators of the HKFA's Five-year Plan was to expand its membership to 100, which has yet to be met. The FTF has reminded the HKFA to step up its work in this area.

## *Communication and relationship with stakeholders*

38. The FTF has been urging the HKFA to enhance its communications and build a closer relationship with stakeholders. Under the V2025 Plan, the HKFA would strengthen its communications with fans, such as holding meetings and exchanges. The FTF has advised the HKFA that in formulating strategies and tactics, it should consult stakeholders and report their views to the Board for consideration when discussing the relevant items. The FTF has also requested the HKFA to report its work on stakeholder engagement and collaboration in its reports to the HAB.

### **HAB's funding for the V2025 Plan**

39. The HKFA's V2025 Plan covers initiatives for the technical development of football to be funded by the HAB, the Leisure and Cultural Services Department (LCSD) and the Hong Kong Jockey Club (HKJC).<sup>1</sup>

40. The HKFA has submitted its funding application for the implementation of its V2025 Plan in the 2020/21 football season. The FTF considers that the HAB's funding for the implementation of the HKFA's V2025 Plan would be conducive to the HKFA's further development of local football based on the groundwork laid under the Five-year Plan. As such, the HAB's funding support is crucial to local football. The FTF's recommendations on the HKFA's funding application are endorsed by the SC. The HAB accepts the FTF and the SC's recommendations to provide time-limited funding for the HKFA's implementation of its V2025 Plan as set out below.

### *Funding arrangement*

41. The HAB will provide time-limited funding for three football seasons from 2020/21 to 2022/23 for the HKFA's implementation of its V2025 Plan. We will conduct a mid-term review by end-2022. Based on the review outcome, we will then determine the funding arrangement for the remaining football seasons under the V2025 Plan.

42. Separately, the HAB has issued a letter to the HKFA requesting for its submission of an action plan on how it intends to address the issues

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<sup>1</sup> The funding from the HKJC will support the HKFA's work in promoting football in the community, covering grassroots and youth football, women's and girls' football, futsal, coach development, referee development, etc.; while the subvention from the LCSD is mainly used for the HKFA's football development programmes (including squad training, overseas competitions and School Sports Programme), venue rental support and the daily office expenses and some of the staff costs.

identified in the Audit Report. At the FTF's recommendation, the HAB will terminate the funding to the HKFA should it fail to submit the said action plan by 15 September 2020.

### *Funding level and initiatives*

43. There is a need to retain certain administrative and technical posts of the HKFA, so that it could implement its V2025 Plan and improve its governance. During the three football seasons from 2020/21 to 2022/23, the HAB will earmark \$19.67 million annually to provide funding support for the relevant posts and football development initiatives of the HKFA.

#### (a) Posts to be funded

The HAB earmarked \$18.45 million for 26 posts of the HKFA in 2019-20 to provide it with the required administrative and technical capabilities to carry out its operations covering strategy and governance, financial management, human resources management, marketing and communications, as well as its work on taking forward the technical development of football including the organisation and training of the Hong Kong Teams, planning of the overall technical development of football as well as planning of the development of grassroots and youth football, women's and girls' football, football curriculum, coaches, referees, etc.

Under the V2025 Plan, the HKFA has applied to retain 25 existing posts.<sup>2</sup> The FTF considers that preserving the HKFA's administrative and technical capabilities in the Five-year Plan would be conducive to the implementation of the V2025 Plan<sup>3</sup>. However, the various issues related to the corporate governance identified by the Director of Audit in Report No. 74 reflect poorly on the performance of the HKFA Management. In particular, the top-tier staff of the Management should be held accountable for the deficiencies in the HKFA's governance. The FTF has therefore recommended the HKFA Board to consider lowering the salaries of the top tier

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<sup>2</sup> The post that will not be retained is the Academy Head Coach.

<sup>3</sup> The posts funded by the HAB also support the HKFA's other initiatives in promoting football development, including the football development programmes funded by the LCSD and the HKJC, as well as the construction of the FTC located in Tseung Kwan O. Taking into account the overall funding from the HAB, the LCSD and the HKJC in 2019-20, the expenditure of all of the funded posts account for around 31% of the overall funding.

management staff. In addition, having regarded to the impact of the pandemic and the adjustments in salaries of similar posts in the market, the FTF has recommended the HKFA to review and adjust the salaries of the top tier technical staff.

The HAB accepts the recommendations of the FTF and will earmark a reduced funding of \$15.6 million for a total of 26 posts in the 2020/21 football season, including one new post supported by the FTF.<sup>4</sup> The related amount to be earmarked in the 2021/22 and 2022/23 football seasons will remain the same.

We will also earmark an annual funding capped at \$3 million to cover part of the staff costs of the FTC to ease the financial pressure on its operations. The HAB has been providing funding support of up to \$3 million to the FTC under the Five-year Plan. The proposal is to maintain the same funding support over the next three years.

(b) Football development initiatives to be funded

The remaining \$1.07 million of the HAB's earmarked funding will be used to support specific football development initiatives, including training workshop for Hong Kong Team coaches, overseas training programmes for women's football coaches, training for volunteers and football fraud detection and monitoring services.

44. Furthermore, the HAB has accepted the recommendation of the FTF to grant in-principle support to some football development initiatives. These initiatives mostly focus on development of young players and continuous capacity building in football professionals, including –

- (a) support to clubs on youth training;
- (b) introduction of the PYL;
- (c) introduction of the education grant for professional players;
- (d) implementation of referee development programmes;
- (e) implementation of coach development programmes; and
- (f) promotion of the Hong Kong Team and the HKPL.

45. The total funding sought by the HKFA for these initiatives with in-principle support is \$12.75 million. However, the final amount to be earmarked by the HAB for these initiatives will be subject to the FTF's review of the

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<sup>4</sup> The proposed new post is the Sports Science Manager.

HKFA's further submission of programme details, including justifications, implementation plans, performance targets and indicators.

*Performance targets and indicators*

46. The HKFA should develop appropriate performance targets and indicators for the initiatives covered by the HAB's funding for us to monitor the HKFA's progress in its V2025 Plan. In the interest of continuity and to facilitate comparison of performance, the FTF recommends the HKFA to retain some of the performance targets and indicators from the Five-year Plan. The performance targets and indicators would be set out in the funding agreement between the HAB and the HKFA. The HAB would consider reducing the amount earmarked for the HKFA or shortening the cycle of funding should there be significant shortfalls in compliance and/or fulfilment of performance targets/indicators with a view to enhancing the financial leverage to induce the desired changes.

47. The HKFA is required to submit half-yearly reports on its progress of the performance targets and indicators to the HAB. The HAB will conduct a review of the V2025 Plan by end-2022.

**Advice Sought**

48. Members are invited to note this paper and provide comments on the development of football in Hong Kong.

**Home Affairs Bureau  
July 2020**

**Football Task Force**

**Membership List**

(1 January 2019 – 31 December 2020)

**Chairman** : Mrs Cherry TSE  
Permanent Secretary for Home Affairs

**Members** : Mr PUI Kwan-kay  
Chairman of Hong Kong Football Association

Mr Vincent LIU  
Director of Leisure and Cultural Services

Mr TANG King-shing

Dr Lobo LOUIE

Mr Patrick LI Hon-yuen

Dr LI Chung

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

### Performance Targets

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

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



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

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

\* The HKFA's women football programmes have been seriously affected by the COVID-19 pandemic. However, this target has been met and exceeded consistently since the 2015/16 football season. Therefore, to give a fair assessment of the performance of HKFA in women football, we will adopt the HKFA's achieved target for the past one year as at September 2019 as its final result.

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

## Performance Indicators

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

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

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



# **HONG KONG FOOTBALL ASSOCIATION VISION 2025**

**HKFA Strategic Plan 2020-2025**

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## **Executive Summary**

### ***The Strategy***

This plan sets out the priorities of the Board of the HKFA over the five-year period from 2020 to 2025. It has been prepared to guide the work of the HKFA Committees and Secretariat and to provide an overview of the strategic goals and objectives of the HKFA for its partners and stakeholders.

### ***HKFA Mission Statement***

HKFA is the football governing body in Hong Kong. It is responsible for the management and the development of football. HKFA will develop the sport of football in Hong Kong to be exciting and fun for the citizens of Hong Kong.

### ***Vision Statement***

The HKFA aims to be one of the best governing bodies of football in Asia. We will do this by upholding high standards of governance and management and by delivering results on and off the pitch.

### ***Where is Hong Kong football now?***

Hong Kong is a second or third tier football Member Association in AFC.

### ***Where do we want to be in the future?***

Hong Kong will become a first-tier football Member Association in the next 15 to 20 years with intermediate successes between now and then.

## ***Strategic Goals***

The following 7 strategic goals are the specific outcomes that HKFA aims to achieve over the period 2020 to 2025 within the scope of the longer-term vision:

- 
- Strategic Goal 1:** The Hong Kong 2034 Project
  - Strategic Goal 2:** An Ever-improving Hong Kong Senior Men’s Representative Team
  - Strategic Goal 3:** An improving and independently-operated top men professional league with stable teams
  - Strategic Goal 4:** An Ever-improving Hong Kong Senior Women’s & Girls’ Representative Team
  - Strategic Goal 5:** To achieve success in International Futsal Competition and make Hong Kong Futsal Team a top tier team in Asia
  - Strategic Goal 6:** Football for Everyone – increased opportunities to participate
  - Strategic Goal 7:** Financial Sustainability and Good Governance

## ***How are we going to get there?***

For each strategic goal there will be a series of ‘tactics’ set to achieve the goal. The plan also includes a set of ‘actions’ designed to be implemented and achieved to deliver the tactics.

## **Strategic Goal 1: The Hong Kong 2034 Project**

The aim of strategic goal 1 is to put in place plans and actions to develop elite boy footballers that can progress into the professional game. Some of these elite players will ultimately represent Hong Kong with the ambitious target to enable Hong Kong to qualify for the FIFA World Cup in 2034.

### **Tactics**

#### *T1.1 Players*

HKFA will identify and train the best elite youth players in Hong Kong in preparation for future qualification in the FIFA Men World Cup 2034.

#### *T1.2 Coaching*

HKFA shall improve the quantity and the quality of coaching for targeted elite youth players on the 'Talent 2034 scheme' in Hong Kong and develop existing club academies.

#### *T1.3 Facilities*

Facilitate priority booking rights and possibly reduced HKFA Jockey Club Football Training Centre rates for Premier Youth League Clubs.

#### *T1.4 Playing style*

Adoption of Hong Kong common playing style.

#### *T1.5 Hong Kong Youth Team Coaches*

Appoint experienced and qualified coaches for Hong Kong representative youth teams.

#### *T1.6 Club development*

Implement AFC Elite Youth Accreditation Scheme to raise the standard of the clubs to provide better coaching and environment for the young players.

#### *T1.7 Funding*

Funding for elite youth teams to provide more training and better coaches.

#### *T1.8 Physical conditioning*

Develop sports science and nutrition program to improve the physical fitness of elite youth players in Hong Kong.

#### *T1.9 Education solution*

Establish a 'Football & Education' working party with the aim of providing a good quality education solution for the elite youth players in Hong Kong.



*T1.10 Youth Academy Facility*

Build a youth academy facility at the HKFA Jockey Club Football Training Centre to support player development.

*T1.11 More competition:*

Increase the number of competitive matches for the representative youth teams to play against higher ranking national youth teams.

## **Strategic Goal 2: An Ever-improving Hong Kong Senior Men's Representative Team**

The Hong Kong Team shall remain competitive while progressing upwards in AFC ranking. A high-performance environment and culture will be introduced to ensure excellence on and off the pitch. The Hong Kong Team needs more intense competitions to hone their ability.

### **Tactics**

#### *T2.1 Adopt High Performance Environment and Culture*

Hong Kong Team Head Coach and staff to focus on quality and excellence in all areas.

#### *T2.2 Realign Hong Kong football season*

Hong Kong football season to realign with other Asian Member Association and AFC International competition calendar (subject to views of consultation).

#### *T2.3 Player selection*

Select best possible players to represent Hong Kong and put strategy in place to track and attract players eligible to represent Hong Kong.

#### *T2.4 Hong Kong team playing formation*

All Hong Kong men national team adopt a basic playing formation of 4-3-3, with agreed variations.

#### *T2.5 Stadium*

Hong Kong Men Team to use best stadium in Hong Kong. In short-term use Hong Kong Stadium and long-term consider Kai Tak Stadium.

#### *T2.6 More competitive matches*

HKFA to organize more competitive international matches for Hong Kong Senior National Team.

#### *T2.7 Hong Kong Olympic (U23) Team*

Olympic (U23) team to be formed as feeder to Hong Kong Men Team.

#### *T2.8 Improve Young Elite Players*

Provide more playing time for elite young players at a senior professional level.

### **Strategic Goal 3: An improving and independently-operated top professional league with stable teams.**

A high-quality league goes hand-in-hand with a successful representative team, as players improve while playing in a highly competitive league. The Hong Kong top professional league needs to be financially strong in order to improve the financial stability of the teams, so that players and their football quality may develop in a stable team environment from season to season.

#### **Tactics**

##### *T3.1 Funding for an Independent HK-League*

The HK-League organization and commercial matters will be managed by a separate independent organization (subject to consultation exercise).

##### *T3.2 Stadium and sports ground allocation*

The best stadia and sports grounds in Hong Kong will be used to improve the fans' experience at football matches.

##### *T3.3 Home Venue*

Hong Kong Premier League clubs to get a home venue for three years to build a fan base.

##### *T3.4 Upgrade floodlighting in sports ground*

Improve stadium and sports ground floodlighting to allow evening matches.

##### *T3.5 Match day operations*

Prepare and educate Hong Kong Premier League Clubs to manage own match day operations.

##### *T3.6 Financial Fair Play*

Form a Financial Control Panel to investigate financial fair play models.

##### *T3.7 Marquee Players*

Encourage clubs to sign marquee players to improve the quality of the league, increase spectators and raise the profile of the league.

##### *T3.8 Professional Referees:*

Introduce professional referees to improve the quality and standing of referees in Hong Kong.

##### *T3.9 Sports medicine and medical support:*

Hong Kong Premier League Clubs will have access to first class sports medicine facility and all players to undergo annual pre-season medical assessment.

*T3.10 AFC Club Competitions*

Lobby for a fairer AFC Cup playing format for AFC East Asia Member Associations.

*T3.11 Increase attendances*

Complimentary or significant concessionary rate for certain groups.

*T3.12 Stadia and sports ground subsidy*

HKFA to request a stadia/sports ground rental subsidy to assist clubs in investing more of budget into players, coaching and training etc.

## **Strategic Goal 4: An Ever-improving Hong Kong Senior Women's & Girls' Representative Team**

HKFA Women & Girl's Division will focus on providing the necessary high-performance culture and environment to achieve greater success at youth and senior level.

The Hong Kong Women's Team will increase the number of international competitive matches, develop the physical fitness of the players in all age groups, and establish elite player pathways with the target for the Hong Kong Women's Team to reach the final round of the AFC Women's Asian Cup 2030.

### **Tactics**

#### *T4.1 More high-level competition*

Increase number of friendly and competitive international tournaments and training camps.

#### *T4.2 Physical conditioning of players*

Introduce sports science, strength conditioning and nutrition programs.

#### *T4.3 Establish player pathways*

HKFA will establish elite and professional pathway for talented players.

#### *T4.4 Centralized and regular training*

HKFA will continue to deliver the regular and long-term training for different age groups of Hong Kong women's or girls' teams as the clubs still need time to develop.

#### *T4.5 Club development*

HKFA will provide a women and girls' club support program to assist them to improve the quality of training and player development.

#### *T4.6 Elite Youth Programs*

HKFA shall support the clubs with youth programs to achieve long term club development and finally to feed quality players to different age group squads of Hong Kong Representative Teams.

## **Strategic Goal 5: To achieve success in International Futsal Competition and make Hong Kong Futsal Team a top tier team in Asia.**

To establish the “Catch them Young” concept to identify potential players at their early stage. To organize more intensive training and competitions. To establish a semi-professional Futsal League with a view to establishing a professional Futsal League in the long term. HKFA Futsal Division has a target for the Hong Kong Men Futsal team to qualify for the AFC Futsal Men Championship final round in 2028 and remain competitive in Asia.

### **Tactics**

#### *T5.1 Selection*

Improve selection process for national futsal teams. Establish a ‘Scouting & Technical Study Team’ where national team coaches will scout potential talented futsal players.

#### *T5.2 Regional Training Program*

A Regional Training Program will be established to train up the best futsal players in Hong Kong offering them quality coaching, easily accessible and quality facilities and more regular training.

#### *T5.3 More competition*

HKFA will increase the opportunities for young players to participate in international Futsal competition to raise the standard of Hong Kong young futsal players.

#### *T5.4 Futsal facilities*

Good quality facilities are required to raise the standard and profile of futsal in Hong Kong. HKFA will work with stakeholders to identify futsal and sports facilities that have the potential to be upgraded to meet the required FIFA Futsal facility standards.

#### *T5.5 Establish a Semi Professional Futsal League*

HKFA will carry out a study to assess the feasibility and viability of establishing a semi-professional futsal league in Hong Kong with the aim of making the teams more competitive and producing better players.

#### *T5.6 Promote and develop Futsal*

HKFA will establish grassroots Futsal programs to expand the base, increase the number of coaches and officials, and expand leagues and competitions.

## **Strategic Goal 6: Football for Everyone – increased opportunities to participate**

Football is Hong Kong's number 1 sport, and the HKFA will work to maintain and to further develop the sport. It is strategic for HKFA to get more people involved in football as players, coaches, referees, volunteers and spectators with focus points on grassroots, community and amateur football, futsal, women football and referee development.

### **Tactics**

#### *T6.1 Promote small sided games*

HKFA will establish and develop small sided games to give the children more time with the ball and develop skills and technique at an early age. Small sided games provide opportunity for close control, quick passing, more touch of the ball and increase awareness.

#### *T6.2 Football equipment for schools*

HKFA will secure funding to encourage primary schools to engage in more football activities.

#### *T6.3 Grassroots football*

HKFA to organize large scale grassroots programs and football festivals to encourage children to try football and then join programs, districts or clubs to build a large base of young participants.

#### *T6.4 Family Program*

HKFA will implement a Family Program to encourage parents' participation in their children's football training.

#### *T6.5 Promote and develop women and girl's football*

Grow women football through school and youth program by organizing different school activities, youth competitions and football festivals.

#### *T6.6 Expand the women and girl's competitions*

HKFA to expand the girl's league with additional age groups and competition format to provide more opportunities for competition and development.

#### *T6.7 Football Curriculum*

HKFA to provide schools with a simplified version of the HKFA Curriculum and deliver a series of workshops to give school teachers the necessary education and understanding to organize football sessions in schools.

#### *T6.8 Coach Education*

HKFA Coach Education Department will offer a full range of courses from beginner Grassroots Leader up to Pro-License. The target will be to increase the total number of qualified coaches in Hong Kong to improve the overall quality of football in Hong Kong.

*T6.9 Mini Coaching Seminars*

HKFA will improve coaching standards by organizing mini coaching seminars on practical subjects for school team and district team coaches. Focus will be on developing coaching techniques to improve technical skills of the players.

*T6.10 Establish Youth Coaching School*

HKFA shall establish a youth coaching school for coaches in the District, clubs and academies with an emphasis to coach players between 13 and 19 years; and for youth development in general using the simplified curriculum.

*T6.11 Education Grant*

HKFA will provide an education opportunity for a selected number of professional players based on specific criteria. HKFA will provide advice, guidance and funding towards educational courses for players.

*T6.12 Safeguarding children involved in football*

HKFA Coach Education to ensure that all HKFA registered coaches involved with youth (boys and girls) football to provide his/her sexual conviction record.

*T6.13 Recruit and retain referees*

HKFA will establish programs to recruit and retain junior and senior referees to support the growth of football in Hong Kong. Incentive programs will be in place to retain referees in Hong Kong.

*T6.14 Facilities – HKFA Jockey Club Football Training Centre*

HKFA will ensure easy accessibility to the football training centre by constructing a staircase to the centre and providing a regular shuttle bus to and from an MTR station.

*T6.15 New regional football training centre*

HKFA will explore the possibility to develop a dedicated football training centre on Northwest Kowloon or New Territories in the five-year period from 2020-2025.

*T6.16 Football Volunteer Program*

Building a strong volunteer program to augment the paid professionals withing football to help build the sport in Hong Kong. The HKFA will conduct Volunteer Training Courses.

*T6.17 Football Fan Engagement Programs:*

Conducting fans forum meetings to exchange views in order to develop a stronger bond and the sense of belonging with Hong Kong football community.

*T6.18 Engage and provide opportunity for wider community*

HKFA will engage with the wider community and ensure equal opportunity to participate in football for people of all backgrounds including those from disadvantaged groups and physical limitations.



## **Strategic Goal 7: Financial Sustainability and Good Governance**

The HKFA needs to be financial self-sustaining by working with funders and sponsors, and provide assurance to all such stakeholders with good, transparent and accountable governance of football in Hong Kong.

### **Tactics**

#### *T7.1 Financial Sustainability*

It is critical for HKFA to implement effective systems for financial planning, control and monitoring to improve the long-term financial viability through the setting and execution of an annual surplus budget (minimum breakeven).

#### *T7.2 Organization and Human Resources*

HKFA will continuously examine its organization structure and employee positions to align with the needs of the Strategic Plan. An annual manpower review will be undertaken to ensure the correct organizational structure is in place to deliver Vision 2025.

#### *T7.3 Audits and Internal Control*

HKFA will establish formal and agreed external and internal auditing mechanism.

#### *T7.4 Reporting mechanism to key strategic partners*

HKFA must be transparent and accountable to any strategic partners that may provide funding to HKFA. HKFA to keep detailed records, meet any agreed key performance indicators and report back on a regular basis.

#### *T7.5 Performance management of personnel*

Personnel must operate effectively and at their optimum. Staff will have individual goals and targets and department heads will be held accountable to their specific areas. All staff to have an annual appraisal.

#### *T7.6 Compliance*

HKFA will examine its Articles of Association, rules and regulations to ensure that the right rules are in place and they are enforced consistently and transparently.

#### *T7.7 HKFA Membership*

HKFA will increase the numbers of both voting and non-voting members, as well as activate the 'football forum' as a consultative body.

***How will we know if we are achieving the strategic objectives to deliver the vision?***

The strategy contains a number of performance measures covering the 7 strategic goals. Progress against these targets will be reviewed regularly and results will be published and shared with funding partners and the public. The strategic direction will be reviewed annually by the Board of the HKFA in association with the appropriate Committees.

***Delivery***

The strategy sets out the priorities of the Board. Its implementation will be overseen by the main Committees with the bulk of the work done by the HKFA Secretariat under the direction of the CEO. Each HKFA Department will have specific plans which are derived from the strategic objectives e.g. a sales and marketing strategy, an annual football development plan etc. These working plans will have specific actions, responsibilities and measures of success. Key Managers will be appraised on an annual basis with their performance evaluated against the delivery of the relevant part of the strategic plan.

***Conclusion***

The Strategic Plan is 'owned' by the Board of the HKFA. It sets out in broad terms what the Board hopes to achieve over the next five years and through a number of Strategic Objectives, how these plans will be delivered. It is an ambitious plan that aims to provide success and excellence 'on and off' football pitch.

If 'Vision 2025' is implemented effectively and collectively by HKFA and all stakeholders then football in Hong Kong will be in a position to reach its maximum potential.

## **Background**

**Over the last decade there has been a number of important milestones in the development of football in Hong Kong.**

### **1. *Dare to Dream***

On 4 June 2008, the Legislative Council passed a motion: “Promoting the development of local football”, in which members urged the Administration to promote local football development to raise the standard of the sport, enhance community involvement and strengthen social cohesion. Members proposed that the Government conduct a study on the development of local football, with a view to formulating a development plan, setting long-term and short-term goals, and implementing relevant initiatives. In June 2009, the Administration commissioned a consultancy to study football in Hong Kong and recommend viable options for the development of the sport. In March 2010 the major recommendations of the study ‘Dare to Dream’ were approved.

### **2. *Football Task Force***

In order to help take forward the recommendations of the consultancy study, in May 2011 the Government set up the Football Task Force (FTF), chaired by the Permanent Secretary for Home Affairs and comprising members from the sports and other sectors to advise on and monitor the implementation of the related measures.

In mid-2014 the FTF considered an overall review of “Project Phoenix”, including a detailed examination of the extent to which the HKFA had met the targets set out in the plan. The FTF noted that the engagement of administrative and technical professionals had helped the HKFA to make progress in taking forward the development of football.

### **3. *Project Phoenix***

As a member of the Federation International de Football Association (FIFA), the HKFA has the mandate to develop football in Hong Kong. In 2010, the Government allocated funding to the association for it to appoint a “Change Agent” to formulate a development plan that would set out a framework for implementing the recommendations of the Government’s consultancy study. The Change Agent’s report, entitled “Project Phoenix” set out a list of tasks for the HKFA to complete in areas such as governance, management structure, development and business planning. In October 2011, the Sports Commission endorsed a proposal to earmark a maximum of \$20 million annually over a period of three years from 2011-12 onwards for allocation to the HKFA to implement the recommendations in the plan.

#### **4. *Aiming High – Together***

As well as reviewing the implementation of “Project Phoenix”, the FTF also considered the HKFA’s proposal to follow up on the progress made by putting in place a five-year strategic plan (Aiming High – Together) for the further development of football in Hong Kong from 2015-2020. The FTF concluded that the plan represented a logical and progressive way forward for the further development of football, based on the groundwork done under “Project Phoenix”.

Aiming High – Together was an ambitious 5-year plan for the development of football and futsal in Hong Kong. Its preparation was one of the key recommendations of Project Phoenix. In the 5 year period 2015-2020 significant progress was made with an expansion of grassroots programmes, the development of ‘golden-age’ training (U6-U12), a Hong Kong Football Curriculum, introduction of a sports science and conditioning unit, increased youth competitions, the successful development of the club license system for professional men’s clubs, expansion of women and girl’s football, major development of futsal; and the opening of the football training centre with six pitches.

#### **5. *Vision 2025***

The new five-year strategic plan, called ‘Vision 2025’ has 7 strategic goals that HKFA aims to achieve over the period 2020 to 2025 within the scope of a long-term vision. The goals vary from increased participation opportunities ‘for all’ to a long-term target of a Hong Kong men senior team going to the FIFA World Cup in 2034.

Vision 2025 is a very ambitious plan that aims to add quality to all divisions of football governed by the HKFA.

HKFA have set a strategic goal that is called Hong Kong 2034 Project. This is a dream goal for the men’s senior team to qualify for the World Cup in 2034. To achieve this goal, you need to have good infrastructure and a good plan. HKFA has both. HKFA will from 2020 focus on club development in Hong Kong and support the Hong Kong Premier League youth clubs with venues, financial support based on achieving certain criteria; and technical staff support. We believe that in 2-3 years’ time this will begin to bear fruit for Hong Kong football. Providing the clubs with the necessary support to take responsibility in coaching and developing the elite boys with a decentralized approach and providing high level competition for the elite boys will in the future improve the quality of the domestic professional league and also Hong Kong national teams.

Vision 2025 includes a strategic goal to support and develop the men’s professional league and also the Men Senior team with the aim and objective of increasing the quality of footballers and the national team.

Vision 2025 will have strategic goals for Futsal and Women's football with the target to achieve success on the international stage in the future. Great progress has been made in the recent years in futsal and the women's game and the continued development will result in future success.

Vision 2025 will include a strategic goal to develop and expand grassroots and community football. A top priority for HKFA is grassroots football to increase the base and the number of players especially in the youngest age groups. HKFA need girls and boys to start playing football at an earlier age than before with the support from their parents. HKFA will increase the ratio of girls playing football at grassroots level from 9% to 13% as girl's football is developing fast both in Hong Kong and globally. Another important element of football for both grassroots and elite football is the importance of coach education. HKFA know by emphasizing more on coach education we will get better coaches and players for the future. The new strategic plan will add a new programme called the Youth Coaches School with an aim to mentor young District and non-District coaches for the future.

The realize these aspirational strategic goals require funding and support for both the HKFA, Hong Kong Districts and clubs. HKFA has been able to develop a strategic partnership with Hong Kong Government and also the Hong Kong Jockey Club. HKFA is grateful for the support from our strategic partnerships to help achieve these ambitious plans.

## PART 1. MISSION, VISION AND STRATEGIC GOALS

### 1. Mission

HKFA is the football governing body in Hong Kong. It is responsible for the management and the development of football. HKFA will develop the sport of football in Hong Kong to be exciting and fun for the citizens of Hong Kong.

### 2. Vision

#### *Where is Hong Kong football now?*

Hong Kong is a second- or third-tier football and futsal MA in AFC.

#### *Where do we want to be in the future?*

Hong Kong will become a first-tier football and futsal MA in AFC in the next 15 to 20 years with intermediate successes between now and then.



### 3. Strategic Goals

The following 7 Strategic Goals are the specific outcomes that HKFA aims to achieve over period 2020 to 2025 within the scope of the longer-term Vision:

- Strategic Goal 1:** The Hong Kong 2034 Project
- Strategic Goal 2:** An Ever-improving Hong Kong Senior Men's Representative Team
- Strategic Goal 3:** An improving and independently-operated top men professional league with stable teams
- Strategic Goal 4:** An Ever-improving Hong Kong Senior Women's & Girls' Representative Team
- Strategic Goal 5:** To achieve success in International Futsal Competition and make Hong Kong Futsal Team a top tier team in Asia
- Strategic Goal 6:** Football for Everyone – increased opportunities to participate
- Strategic Goal 7:** Financial Sustainability and Good Governance

## PART 2. Details of the Strategic Goals

### SG1. The Hong Kong 2034 Project

Hong Kong will become a first-tier football MA by qualifying for FIFA Men World Cup Final Round in 2034. The Hong Kong Team in 2034 will consist of players born roughly between 2004 and 2014. As the time of this strategic plan, they are in kindergarten and F.3. Special attention shall be placed in developing them into Asian-class or world-class players.



The intermediate deliverables are the following:



**SG2. An Ever-improving Hong Kong Senior Men’s Representative Team**

While waiting for the development of boy youth players from the HK2034 Project, the Hong Kong Team shall remain competitive while progressing upwards in AFC ranking.

The Hong Kong Team needs more intense competitions to hone their ability, while FIFA ranking is of a secondary importance.

HKFA will adopt a ‘high performance environment and culture’ in preparation, training and competition, re-form the Hong Kong Olympic (U23) Team with more regular training and competition; and provide more playing time for young elite players in Hing Kong.



**SG3. An improving and independently-operated top professional league with Stable Teams**

A high-quality league goes hand-in-hand with a successful representative team, as players improve while playing in a highly competitive league. The Hong Kong top professional league needs to be financially strong in order to improve the financial stability of the teams, so that players and their football quality may develop in a stable team environment from season to season. It has been proven that marquee players attract fans and the clubs will be encouraged to sign such players.

**SG4. An Ever-improving Hong Kong Senior Women’s & Girls’ Representative Team**

HKFA Women & Girl’s Division will focus on providing the necessary high-performance culture and environment to achieve greater success at youth and senior national level.

The Hong Kong Women’s Team will increase the number of international competitive matches, develop the physical fitness of the players in all age groups, and establish elite player pathways with the target for the Hong Kong Women’s Team to reach the final round of the AFC Women’s Asian Cup 2030.



**SG5. To achieve success in International Futsal Competition and make Hong Kong Futsal Team a top tier team in Asia**

To establish the “Catch them Young” concept to identify potential players at their earlier stage. To organize more intensive training and competitions. To establish a semi-professional Futsal League with a view to establishing a professional Futsal League in the long term.

**SG6. Football for Everyone – increased opportunities to participate**

Football is Hong Kong’s number 1 sport, and the HKFA will work to maintain and to further develop the sport. It is strategic for the HKFA to get more people involved in football as players, coaches, referees, volunteers and spectators with focal points on grassroots, community and amateur football, Futsal, women football, coach education and referee development.

**SG7. Financial Sustainability and Good Governance**

The HKFA needs to be financial self-sustaining by working with funders and sponsors, and provide assurance to all such stakeholders with good, transparent and accountable governance of football in Hong Kong.

The primary aim of ‘Vision 2025’ is to achieve success and excellence on and off the football pitch starting in 2020 with a long-term vision for the next 15 to 20 years.

A main focus will be on **Strategic Goals 1, 3 and 7**:

- **The Hong Kong 2034 Project** – to improve elite young boy players for the future Hong Kong National Team
- **An improving professional league** – to provide top quality competition to develop Hong Kong players and allow the best clubs and players to play in AFC club competitions
- **HKFA to be financially sustainable and good governance** – to provide the support to deliver the strategic goals and achieve success

Strategic goals 1 and 3 are new goals with a specific target in mind to achieve success for Hong Kong national teams and Hong Kong clubs in the future.

HKFA will continue to put in place plans and actions to improve the current men and women football and futsal National teams (Strategic Goal 2, 4 & 5) and continue to deliver and improve all the development and community programs (Strategic Goal 6).

## PART 3: TACTICS DERIVED FROM THE STRATEGIC GOAL

### SG1. The Hong Kong 2034 Project

#### TACTICS

##### T1.1 PLAYERS

*HKFA will identify and train the best elite youth players in Hong Kong in preparation for future qualification in the FIFA Men World Cup 2034.*

Focus for U10 or P.4 pupils will be on early identification of talents.

Focus for U11/U12 or P.5/6 pupils will be football festivals and Day-Leagues for clubs, district and academies to identify potential elite players. HKFA will identify and select 120 players in each age group to take part in training camps during school holidays.

Focus for U13+ will be elite club competitions, from which HKFA will select representative team players.



To achieve this aspirational target there will be structural changes in boy's representative team and academy operation.

As of the 2019-20 football season in Hong Kong, the pathway for a child to develop into a football player starts with the grass roots programs covered under the strategic goal SG6: **Football for Everyone**. Starting at the age of 4, a child may be registered in the Summer Scheme and District Program, funded by Hong Kong Jockey Club. His/her parent may also enroll the child into a privately-run football academy/school. The child may also be exposed to football activities in school, such as school football teams and Physical Education Lessons.

The District Program provides roughly 1296 places for the 2-year age-groups of U6 and U8, each with 36 training sessions per year, and roughly 1296 places for U10 and U12, each with 54 training sessions per year (at roughly 2 sessions per week). The children in the U6 to U12 age-groups in the District Program are provided with small-sided games in day-leagues, fun-days once every month. Clubs, private academies together with some of the District teams will be placed in the Primary Youth Competition sponsored by Hong Kong Jockey Club, which provides a scouting ground for coaches and the HKFA. These children may continue to progress into age-groups corresponding to the U13, U14, U15, U16 and U18 age-groups in the HKFA Jockey Club Youth League (“JCYL”) with a capacity of 324 places per age-group and each with 36 training sessions per year. Each District team competes in the JCYL 11-a-side competition.

In the last decade, there were many football schools or academies in Hong Kong with varying level of success. All of them provide youth training programs starting at 6 years old or often before 6. Some are organized by Premier League and 1st Division clubs, while others are independently operated. The most serious and intensive programs offer 3 training sessions per week. These football training organizations are generally operating independently of the HKFA.

Obviously, all children must attend school, and some schools provide football-related activities to their pupils. The Hong Kong School Sports Federation organizes annual primary school tournaments in futsal and small-sided game football, which provides opportunities for such pupils to demonstrate their talents.

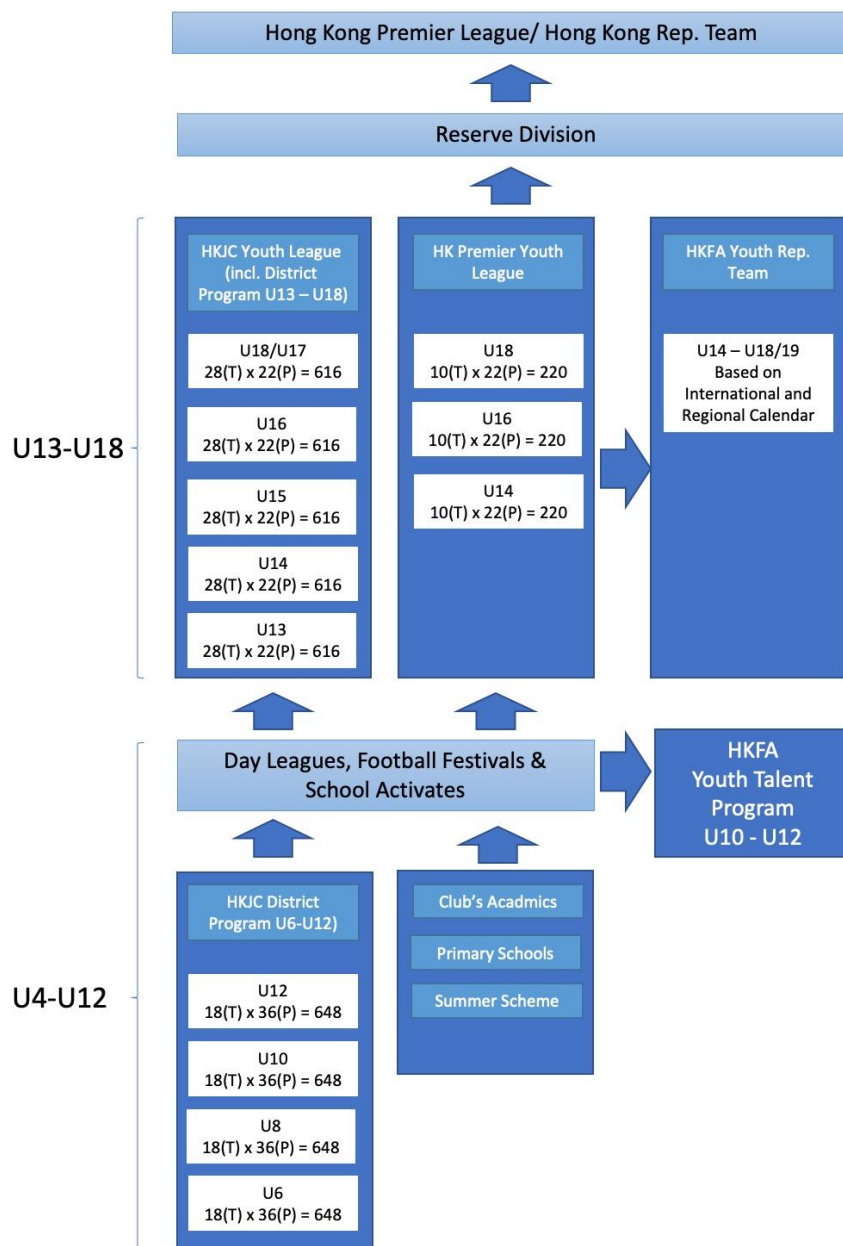
In order to achieve success with SG1: Hong Kong 2034, Talents must be identified early for focuses elite training. The HKFA will tap into these grassroots programs at roughly the U9 or U10 age-groups to identify talented children.

As the District Program is an indigenous grassroots program operated by the HKFA, it is relatively easy to identify the talented children throughout the program.

For the football schools and academies, the HKFA will abide by the principle embodied in Article 6: Players of the FIFA Statute, “The Council shall regulate ..., in particular the encouragement of player training by clubs and the protection of representative teams ...” While the HKFA shall withdraw from running its own football training academy, the HKFA will endeavor to encourage football training organization to cooperate with clubs by providing an accreditation scheme for academies in conjunction with the AFC Elite Youth Scheme. The HKFA shall

“encourage player training by clubs” by seeking ways to assist these organizations with funding, venues, coaches, players, or curriculum/methodology wherever they are needed. With such a program, which will undoubtedly foster closer ties between the HKFA and the football schools or academies, young talents will be more readily identified.

The HKFA will develop channels for the school children to be identified through nominations by teachers or school coaches as well as volunteer scouts dispatched by the HKFA, so that talented school children not attending the District Program and any football schools/academies will be identified and offered proper elite football training.



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*Youth Talents will be identified around 8 or 9 years old; HKFA will assist clubs and players to link up to enable elite player training by clubs participating in day-Leagues, and football festivals; The HKFA Premier Youth League will provide an intensively competitive platform with U14, U16 and U18 divisions.*

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Starting in the 2020-21 season, HKFA will implement a scouting system covering the best-performing P.4 to P.6 pupils or U10 to U12 players from the primary school competitions, District Program, day-leagues and football festivals. Approximately the



top 240 pupils from P.4 or U10 players will be recorded and tracked, while the best P.5 and P.6 pupils or U11 and U12 players will be introduced to the best youth developing clubs and academies, to participate in U11 and U12 football festivals and day-leagues organized or co-organized by the HKFA for elite youth players. The HKFA Youth Academy will be scaled down with a focus of the HKFA encouraging “player training by clubs”. The HKFA will establish a project to encourage and to assist clubs, districts and academies to increase the training frequency to 3 times a week. There will be a transitional period for such work to be taken up by the clubs and academies before HKFA Boys Youth Academy is scaled down. Alternatively, HKFA may help to transfer such players not having enough training to another club, District or academy, if it is agreeable to all parties involved.

By experience, there are approximately 750 registered football players in Hong Kong for each age. From the 2020-21 season onwards, HKFA will run 2 different youth leagues, namely the Premier Youth League and the current HKJC Youth League. The Premier Youth League is part of the Strategic Goal #SG1: **Hong Kong 2034** for elite players with 3 divisions of U14, U16 and U18, each with 12 teams with a total player population of around 110 best players in each age between U13 to U18 (or 220 best

players for each of the 3 divisions). At least 5 players born in the younger year of a particular age-group must be on the field at all times in a Premier Youth League game.

This will leave approximately 600 players in each of the age to participate in the current Divisions 2 & 3 of the HKJC Youth League which will be part of Strategic Goal #SG6: ***Football for Everyone***.

Also, from 2020-21 season onwards, HKFA will select (in principle) representative teams of U14, U16 and U18 from the PL Youth League teams, with the U16 and U18 teams continuously preparing for the AFC U19 and U16 Youth Competitions. The representative youth team coaches will develop annual training plans from year to year to ensure that (1) the selection properly reflects the international competition calendar from year to year, (2) the selection is merit-based to ensure best competition results for Hong Kong, and (3) special care will be taken to ensure players born in the younger year of the age-groups will participate in sufficient international youth competitions.

FIFA recommended that MAs with the ambition to develop its youth players for World Cup Final Rounds should aim to organize at least 30-34 matches per year in each of its elite youth age group.

organize at least 30-34 matches per year in each of its elite youth age group.

### ***T1.2 Coaching – Quantity and Quality Improvement***

***HKFA shall improve the quantity and the quality of coaching for targeted elite youth players on the ‘Talent 2034 scheme’ in Hong Kong and develop existing club academies***

#### **Emphasis on Coaching Education**

HKFA shall encourage and further develop existing club academies to improve learning of skills and techniques at the ages of 8 to 12 and of football tactics thereafter. HKFA shall improve the quality of coaching for these targeted elite youth players in Hong Kong and emphasize repetitive learning on key skills and techniques, while teaching team tactics. While the training program





on skills and techniques will cover the typical topics of dribbling, passing, ball control and shooting, special emphasis shall be placed on coordination training (including speed training) and strength conditioning (especially building the upper body – see Tactics #1.8 below).

***T1.3 Facilitate priority booking rights and possibly reduced FTC rates for Premier Youth League Clubs***

Priority booking rights at 16:30 to 21:00 for good-quality pitches for the Premier Youth League clubs or academies.

The HKFA to look into the possibility of a reducing or subsidizing FTC rates for Premier Youth League Clubs using the FTC for elite youth development.

The efforts to develop talented players require availability of convenient, affordable good-quality pitches with easy access.

***T1.4 Adoption of Hong Kong common playing style***

**Common playing style recommended, not mandatory**

To minimize the time players spend on learning different formation, it is recommended by the HKFA that clubs or academies may adopt a common simple playing formation for training (for example, 3-2-1 for 7-a-side for U10 to U12, building towards a 4-3-3 formation for elite U14/U13 and up). This is not a mandatory requirement for clubs or academies, more of a guide.

The HKFA Technical Director and HKFA leading coaches will visit clubs and academies and present the rationale for adopting the playing style.

***T1.5 Appoint experienced and qualified coaches for HK representative youth teams***

**Emphasis on Achievement in Rep Youth Teams**

In addition to being HK representative youth team coaches, these experienced coaches will work with the Premier Youth League clubs to optimize the coaching level. There should be a mixture of local and foreign coaches with an emphasis to train up more local coaches as soon as possible, but using only coaches with relevant experience and with successful track records.

***T1.6 HKFA to implement the ‘AFC Elite Youth Scheme’ to set the benchmark for elite player development in clubs, Districts and Academies in Hong Kong and develop the club academies to provide better coaching and environment for the young players.***

**Implement AFC Elite Youth Scheme**

HKFA shall focus on “the encouragement of player training by clubs and the protection of representative teams” [FIFA Statutes Article 6 on Players]. The HKFA will implement the “AFC Elite Youth Scheme – Regulations and Guidelines 2019 (Edition 2)” with the AFC 1-, 2- and 3-star accreditation for local Premier Youth League clubs and academies.



An integral part of HKFA’s Vision and Mission is to improve playing standards and increase the possibility of success at the top level. The development of aspiring young talents is at the core of these objectives to further develop elite youth programs, including the grading of academies, in line with the criteria set by AFC.

Together with the implementation of the AFC Elite Youth Scheme, HKFA will set the benchmark for elite player development in clubs, Districts and Academies, and support them in nurturing the next generation of top-level professional players.

Those responsible for youth teams in Premier League clubs and Academies need to attend the HKFA Youth Coaching School so they know the importance of infrastructure and planning at elite youth level.

The Premier Youth League clubs and academies need to have a plan in place for their youth teams and their most promising players. HKFA will support the clubs in having this in place both through the club licensing system and the Youth Coaching School.

***T1.7 Development of Elite Youth teams***

**Funding for elite youth teams to provide more training and better coaches**

HKFA to source funding for Premier Youth League clubs to develop the youth teams and players. The funding will be made available subject to the clubs meeting set criteria and demonstrating that funding will be used effectively and in transparent manner. Funding will be used to deliver more high-quality training following a football development plan and using qualified coaches.

Funding will be based on clubs achieving AFC Elite Youth Scheme ‘one star’ and ‘two



star'. HKFA will carry out the initial assessment and this will then be checked by AFC Youth Panel Members. The clubs will need to be assessed on an annual basis and being granted a 'one star' or 'two star' grading will make the clubs eligible for funding to support the development of youth academy and youth teams.

HKFA will advise and support the clubs to complete the AFC or HKFA Elite Youth Scheme accreditation by running workshops and visiting individual clubs on a regular basis.

Clubs granted accreditation will be eligible for funding which can be used to develop the youth academies by hiring quality coaches, conduct more training, establish a scouting system, additional equipment to enhance the quality of training and overall to operate more professionally giving the talented young players the best environment to become an elite professional player.

### ***T1.8 Develop Sports Science & Nutrition Program to improve physical fitness of elite youth players in Hong Kong.***

#### **Incorporate Sports Science & Nutrition Programs into elite youth training**

For Hong Kong footballers to reach their full potential they must reach their peak physical fitness.

It has been evident over recent years that the physical fitness and conditioning of Hong Kong representative youth players is below many of the neighboring countries and a focus on developing the fitness and conditioning of Hong Kong players is a 'game changer' to allow Hong Kong to compete equally on the pitch. A physically weaker team will always be at a disadvantage.



Sports Science training, nutrition program and education will be part of all age group training programs and coach education courses. HKFA Sports Science Manager will aim to facilitate the Premier Youth League clubs to educate players and coaches on

how to train effectively and maintain proper and correct nutrition to reach highest potential in physical fitness.

A range of courses and seminars for Sports Science and Fitness Education Certificates will be delivered by HKFA for trainers and coaches in Hong Kong to give them the necessary skills to teach and train children and senior players. HKFA will use the Football Training Centre Gymnasium as the base for education and training programs.

HKFA Sports Science Manager and strength and conditioning coach will work closely with the Premier Youth League clubs to provide advice and support.

HKFA shall develop youth players with more physical strength, by implementing a nutrition program (including sports nutrition seminars starting in 2020) for elite players and their parents to change the elite players' eating habit from 12-year-olds (elite U14) and up, to provide nutrition advice to Premier Youth League Clubs and provide meals for the representative team players starting in 2021-22 season when attending training camps and competitions, and to implement a weight and strength and conditioning program with increasing intensity from 14-year-olds (elite U16) and up, also starting in 2021-22 season.

### ***T1.9 Good Quality Education Solution for elite youth players***

#### **Establish "Football & Education" Working Party**

Education is the number 1 priority in Hong Kong and parents will not allow children to sacrifice education for the sake of football. In reality only very few young footballers will become professional players, therefore it is essential if the training for elite young footballers is increased then education must not be affected negatively. Therefore, a quality education solution is required to allow the boys to combine football and academic studies.

In 2034, the players suitable to play for Hong Kong will be roughly aged 20 to 30 then, meaning that they were born 2004 and 2014. In 2019-20 season, they would be roughly 5- to 15-year-olds, or in K.3 to F.4. They will need a specially tailored education program to allow them enough training hours (a minimum of 12 to 15 hours a week) while being educated in secondary schools. HKFA shall provide a good quality education solution for parents and players currently at ages 5 to 15 while at the same time improving the level and amount of football training for these targeted players.

A 'football and education' working party will be set up with experts from the education sector, other sporting governing bodies, Hong Kong Premier League Clubs and the HKFA. A review of how developed football nations manage to combine football and education for talented young players will be undertaken and the possible options that can be considered in Hong Kong. All efforts will be made to

implement the preferred best education solution option.

#### ***T1.10 Facility to support player development***

##### **Build a youth academy facility at HKFA Jockey Club Football Training Centre**

HKFA elite youth representative teams will have regular training in the run up to competitions; and HKFA will also hold training camps during school holidays. Travelling to and from the centre can be exhausting for some players if they live a long distance from the Jockey Club HKFA Football Training Centre.

To support the elite youth players it is recommended to start to plan to build and to complete a youth academy facility with dormitory and canteen by 2025 for players in the elite youth representative teams of U14/U16/U18 with a daily commute of 1.5 hours or more.

A feasibility study and business plan will be undertaken to assess the viability of constructing a youth academy facility at the HKFA Jockey Club Football Training Centre.

#### ***T1.11 Increase number of competitive matches for the Representative Youth Teams to play against higher ranking national youth teams***

##### **Organize more competition against better national teams**

Regular elite level competition matches are required to raise the standard of the Hong Kong representative teams.

Starting in 2021-22 season, the HK U14, U16 and U18 representative teams will compete in international or regional tournaments and youth friendlies during Chinese New Year, Easter, summer holidays and Christmas against strong Asian national teams which are producing good results in international or regional youth competitions. Ideally, HKFA will organize an international or regional youth competition once a year in Hong Kong, inviting the best national teams which are producing good results in national youth competitions.

## **SG2. An Ever-improving Men's Hong Kong Team**

### **TACTICS**

#### ***T2.1 Adopt High Performance Environment & Culture***

**Representative Team Head Coach & Staff to focus on quality and excellence in all areas**

Hong Kong representative players must recognize that when selected to represent Hong Kong they will enter an environment that provides them with the support, facilities and infrastructure that will allow them to perform at their highest ability as an individual and as a team.

HKFA coaching staff must prepare for training and matches to the highest possible level to include:

1. First class coaching in training and competition
2. Individual and team analysis with feedback
3. Detailed opposition analysis
4. Planning with best possible formation and tactics to compete against the opposition
5. Use of sports psychology to get the players in the right mind set to beat opponent
6. First class sports science and conditioning and nutrition
7. First class medical support
8. Use of support staff i.e. sports masseurs to help with recovery after match
9. Use the best technology available to support preparation and competition i.e. GPS trackers, performance analysis, scouting data base etc.
10. HKFA to ensure that the team environment is the best available when playing in Hong Kong or overseas in regard to hotel accommodation, swimming pool availability, gymnasium, meeting rooms, therapy area, restaurants, flights, local transport etc.

#### ***T2.2 Hong Kong football season to realign with other Asian Member Associations and AFC international competitions calendar***

**HK football season to change to February to November in 2023 (subject to views of consultation).**

Most of Asian Member Associations operate their football seasons from March to November. The FIFA competition windows are March, June, September, October and November. However, Hong Kong currently operates our football season from end-of-August to end-of May. The Hong Kong Team is always at a disadvantage in September and in June, when the Hong Kong season just starts or already finishes. Changing the football season to a January-To-December cycle will be necessary for

the Hong Kong Team to compete in equal footing. HKFA will implement the end-of-February to end-of- November in 2023 by making the September-to-December playing period in 2022 a mini-season.

A consultation exercise will be undertaken with all stakeholders including professional club, Leisure & Cultural Services Department, football community, football fans, etc. to assess the viability and feasibility of changing the football season on Hong Kong.

### ***T2.3 Select best possible players to represent Hong Kong***

#### **Take the initiative to track and attract players eligible to represent Hong Kong**

Hong Kong Football Association must seek the very best players available.

A strategy must be in place to identify eligible players playing overseas. These players may be playing in stronger and more competitive leagues than the Hong Kong Premier League allowing them to develop at a faster pace and raising their individual skill and conditioning; and therefore Hong Kong Football Association must have a scouting system in place to identify these players, monitor them, provide opportunity to attend training camps during any FIFA window and potentially be selected for Hong Kong.

In the short term, Hong Kong Team will have a number of foreign players naturalized by obtaining HKSAR passports. The short-term results should improve as a result.

While the Hong Kong representative team should be made up of best players allowed under the prevailing regulations for player qualification, the HK Team shall give preference to home-grown and/or younger players when selecting players of similar ability for friendly matches. Playing time at the players' respective clubs will be a consideration of selection.

### ***T2.4 Hong Kong team to play with a set playing formation***

#### **All HK men national team adopt a basic playing formation of 4-3-3, with agreed variations**

In order to minimize training and preparation time, the Hong Kong Team shall be thoroughly prepared in the basic playing formation of 4-3-3, with 2 variations namely 4-5-1 and 4-2-3-1.

The set playing formation will also be introduced at youth representative level and the elite youth players will become accustomed to play this particular formation. Transition for youth players to U23 and senior team will be seamless as players will understand their particular role. This will be a major advantage as the squad only get a few days together in FIFA window periods before competitions.

## ***T2.5 Hong Kong Men Team to use best stadium in Hong Kong***

### **Hong Kong Men National Team to use Hong Kong Stadium**

In previous years the Hong Kong Men Head Coach preferred to use Mong Kok Stadium for international matches. The reason was that the usual attendance, especially for friendly international matches was below 6,000 and that number in Hong Kong Stadium made the stadium look empty, the preference was to use



Mong Kok as capacity is 6,400 and the crowd and atmosphere was better. HKFA must make effort to market and promote the international matches and make Hong Kong Stadium the preferred stadium. The Hong Kong Team shall develop a “home venue” at the Hong Kong Stadium, targeting 15,000 spectators per home match by 2020-2021 season.

In the future, when Kai Tak Stadium opens this tactic can be reviewed.

## ***T2.6 More competitive international matches for Hong Kong Men Senior National Team***

### **Hong Kong to host an Annual Football Tournament**

An annual football tournament event to be organized for the Hong Kong Team. Initially, the Hong Kong Team, the HK League XI, plus 2 credible Asian national teams will form the participating teams. The Tournament shall invite increasingly stronger participating teams. The HK League XI may be replaced by a 3<sup>rd</sup> Asian national team if circumstances require.



A FIFA window in the season can be chosen when no international

competitions are organized and the opposition countries will be available to participate over a 10-day period in Hong Kong.

### ***T2.7 Olympic (U23) Team to be formed as feeder to Hong Kong Men Team***

#### **Hong Kong U23 training and compete during FIFA windows**

HKFA has not taken the U23 team serious over recent years. The U23 squad generally participate in the Guangdong Cup and Macau Inter port competitions. In the next five years the U23 must be formed and train and compete regularly in friendly matches in preparation for AFC, FIFA or Olympic competitions.

The Olympic (U23) Team shall serve as the feeder to the Hong Kong representative team. Training and friendlies shall be arranged for the Hong Kong U23 representative team when the Hong Kong representative team are playing or training. Hence, a different coach will be required for the Olympic (U23) team.





## **T2.8 Improve Young Elite Players**

### **Provide more playing time for elite young players at senior professional level**

To develop young players for the Hong Kong National Team it is necessary for them to get sufficient playing time. The current HKPL is a league with old 'average age' players. Clubs can be opposed to being forced to play young players due to 'competition rules.' Currently the two competitions which are linked to entry into AFC competitions (on sporting merit) are the Hong Kong Premier League and the FA Cup. As such HKFA will allow clubs to follow the confederation player quota and not impose any regulation regarding having to play U22 players.

From 2020-21 Season, the Reserve League and cup competitions to adopt rules to give more playing time to U22 players.

#### **Number of U22 Players**

<b>Competition</b>	<b>League</b>	<b>Senior Shield</b>	<b>Sapling Cup</b>	<b>FA Cup</b>	<b>Community Cup</b>
<b>Premier</b>	0	0	3	0	3
<b>Division 1</b>	2	2	-	2	-
<b>Reserve</b>	All*	-	-	-	-

\*Reserve league:

1. Restrict registration of players in the Reserve League to those under the age of 22 (U22)
2. Fielding a maximum of 4 players under the age of 18 (18) for each team



### **SG3. An improving and independently-operated top professional league**

#### **TACTICS**

***T3.1 The HKFA shall secure funding to operate an independent Hong Kong League for the current Premier Division.***

##### **Funding for an Independent HK-League**

A target of Vision 2025 is to establish an independent Hong Kong Professional League.

HKFA will continue to provide the governance of professional football and operate the club license system, monitor player contracts, provide the match officials and assist the clubs to have sports grounds and stadia. The league organization and commercial matters will be managed by a separate independent organization.

***T3.2 The HKFA shall improve fans' experience at football matches by using stadia of better quality.***

##### **Stadium & Sports Ground Allocation**

To retain and increase spectators at matches the experience must be exciting and enjoyable. This means a quality facility and environment including good seating, access, food & beverage and entertainment. HKFA will seek to use the best stadiums and sports grounds to stage HKPL and cup matches.



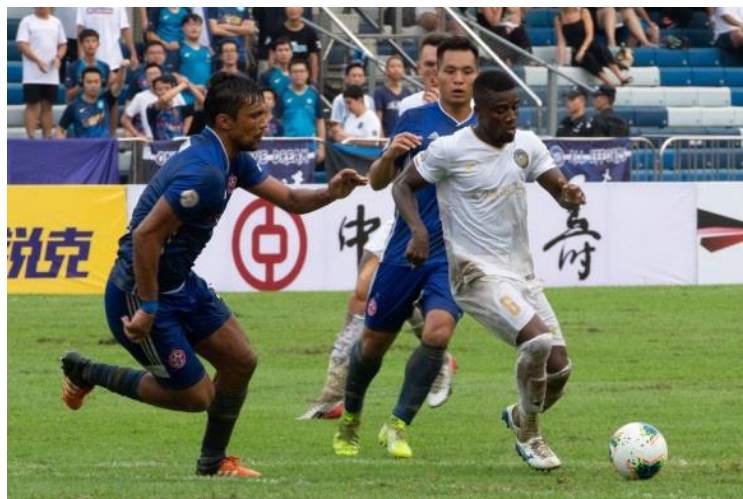
District teams in HKPL will continue to use their local sports ground to attract a local district fan base and attendance. Other clubs use the best stadium or sports grounds in Hong Kong for Premier League matches. Starting in the 2020-21 season, Hong Kong Stadium, Mongkok Stadium and Tseung Kwan O Stadium will each host 2 non-district club teams. Better stadium-quality means improved match day experience. Other stadium may be qualified upon renovation and upgrade. The secondary stadium in the Kai Tak Sports Park may become another Premier League stadium when it opens in 2023.

### ***T3.3 HKPL Clubs to get Home Venue***

#### **Home Venue (stadium or sports ground) for each club for 3 years to build a fan base**

It has been the complaint by fans and clubs that the home stadium may change from year to year and it is difficult for clubs to develop a fan base within the catchment area of the stadium, including residence and surrounding schools.

Starting in 2023 season subject to the implementation of Tactics #T2.1 (changing football season to February-to-November), the assignment of home stadium in the Premier Division will be for a minimum period of 3 years instead of one,



based on the previous full-season League standing. For example, 2023, 2024 and 2025 seasons, the home stadium assignments will be based on the league standing in the 2021-22 season. The shortened season from August to December 2022 will not be considered (subject to the HKPL changing season to February-November).

### ***T3.4 Improve Stadium and sports ground floodlighting to allow evening matches.***

#### **Upgrade floodlighting in Sports Ground**

The HKFA shall work with HAB/LCSD to improve lighting facilities of more stadium and sport grounds to a minimum of 1,200 lux for matches to be played during the summer months in the evening as the result of Tactic #T2.1 (changing football season to February-to-November).

### ***T3.5 HKPL Clubs to manage own match day operations***

#### **Prepare & educate HKPL Clubs to manage own match day operations**

The HKFA shall work with Premier Division clubs on a voluntary basis to start managing the club's own home match (with proper supervision and support by the HKFA Competition Department) starting in the 2020-21 season onwards, with an objective to pass the responsibility of staging of Premier League matches to the home clubs by 2023 (always being coordinated by the HKFA Competition Department). This will allow more flexibility in scheduling matches, and do away with early afternoon kick-off's especially during the summer months.

### ***T3.6 Financial Fair Play***

#### **Form a Financial Control Panel to investigate financial fair play models**

Currently, it is safe to say that all clubs are losing money and yet club expenditures are climbing at an alarming rate. In order to maintain stability of clubs participating in the League from year to year, the HKFA needs to improve the financial stability of the clubs. The HKFA will establish a taskforce or 'Financial Control Panel' to work on an implementation of a financial fair play policy by 2021-2022 football season to ensure more clubs are financially competitive while remaining stable.

### ***T3.7 Marquee Players***

#### **Encourage clubs to sign Marquee Players to improve quality of league, increase spectators and raise profile of the league**

Clubs willing or wanting to spend outside of the limits of the financial fair play policy are encouraged to do so with a small number of marquee players who are well known to Hong Kong spectators, having previously played in World Cup Final Round or top European Leagues, and preferably a striker. [Definition of "marquee players" to be agreed].

### ***T3.8 Professional Referees Program.***

#### **Improve professionalism, quality and standing of referees in Hong Kong**



Recruitment and retention of referees is not easy as they are all amateur and combine work with being a part-time referee. To make becoming a referee more popular it is proposed to introduce professional referees in Hong Kong.

The Professional Referees Program will support 1 full-time professional referees in 2021, rising to 4 full-time referees by 2025

Potential referees (ideally AFC referees) will be employed as staff in the HKFA Referees Department. The main role within the secretariat will be as an elite referee, instructor and ambassador.

The professional referees will have training every morning on weekdays under the supervision of the HKFA technical and fitness staff. They will have responsibility in the HKFA Referees Department to assist the training of referees, especially junior referees and act as a mentor.

In addition, they will also represent HKFA to offer community services to the public like school visits, promotion of referees etc. Each week the referees will be assigned game so as they will be exposed, and they will be kept in best physical condition.

The professional referees will attend AFC and FIFA courses and appointments to facilitate them to get adequate experience at the international level. This allows Hong Kong to develop future FIFA referees who will officiate at the highest-level international matches.

### ***T3.9 Develop Sports Medicine Policy & Pre-season Medical Assessment***

**HKPL Clubs to have access to first class sports medicine facility and all players to undergo annual pre-season medical assessment.**

HKFA will continue to develop and improve its sports medicine policy including pre-season medical assessment and anti-doping to ensure the well-being and health of the professional players. A pre-competition/season medical assessment will be incorporated into the HKPL Competition Rules.

### ***T3.10 Fairer AFC Cup Playing Format for AFC East Asia Member Associations***

**Form a Working Party to lobby AFC to revise playing format**

The current AFC Cup playing format offers less matches to clubs in East Asia and therefore, giving less chances to amass competition points by East Asian clubs. This will lead to a lower club standing for Hong Kong, making it less likely that Hong Kong clubs will qualify for AFC Champions League. The HKFA will seek a fairer playing format in AFC Cup to allow similar number of matches for teams from Hong Kong to allow clubs in HK to achieve a fairer AFC club ranking.

### ***T3.11 Increase attendance of HKPL matches***

#### **Complimentary or significant concessionary rate for certain groups**

The HKFA and clubs will work in partnership to raise the attendance of HKPL matches. In addition to improving the quality of the stadium, clubs, having a home venue and developing a fan base, the clubs can actively invite certain groups to attend matches.

The HKFA will encourage the Premier League clubs to increase attendance by different means, including but not limited to increasing the attendance of children, youth team and academy players, and students. The clubs need to target local schools (primary and secondary) and invite to the games. All students to get access to matches with a significant discount. The current ceiling of 5% of stadia capacity for complimentary tickets to be removed. The clubs in discussion with HKFA will agree to a higher percentage depending on the capacity and layout of the stadia.



### ***T3.12 HKPL Clubs stadia and sports ground rental subsidy***

The HKFA to request a stadia/sports ground rental subsidy from the Hong Kong SAR Government.

The HKPL clubs require a significant budget each season to rent stadia or sports grounds for league and cup home fixtures. A standard rental charge of HK\$5K per match will be requested from the Government. The rate will apply equally across all stadia and sports grounds.

Reducing the operational expense for the clubs will allow more of their budget to be allocated to players and training; and improve the financial sustainability of the clubs.

## **SG4. An Ever-improving Hong Kong Senior Women's & Girls' Representative Team**

### **TACTICS**

#### ***T4.1 Increase number of friendly and competitive international competitions and camps***

Being exposed to more high-level competition and quality of games enables the players to improve not only technical, tactical, physical but also mental and social which is crucial to have stable and improved performance in the official tournament.

Training camps will be organized in Hong Kong and overseas to provide intense training and quality competition to improve the representative teams.

#### ***T4.2 Provision of Sports Science & Nutrition Program***

HKFA shall develop Sports Science & Nutrition Program for all age groups of representative teams to build up and improve their physical fitness so as to prevent injury and be physically competitive in high level international tournaments.

HKFA Sports Science Manager will oversee and monitor the physical conditioning of all the women's and girls' representative players and maintain a data base. All players will be given an individual training program and attend group physical conditioning on a regular basis when attending long term training at the HKFA Jockey Club Football Training Centre.

All representative coaches will be trained to conduct a physical conditioning element into each training session. The overall aim is to make the Hong Kong representative players as physically fit and strong as possible to compete equally with the opposition.



#### ***T4.3 Elite and professional Pathway for talented players***

HKFA shall identify and put resources on the very exceptional players and establish player pathways.

Talent identification program will be in place to identify the better young players and establish a development plan to include training with older age groups at an earlier stage.



The elite women players are all amateur and therefore opportunities for a career in football (coaching etc.) need to be explored and financial support for the players sourced to assist with training and also time away from work when representing Hong Kong in international competition.

#### ***T4.4 Centralized and Regular training for different age groups of Hong Kong women's or girls' teams***

Women's and girls' clubs still need to be developed to take over the responsibility for the elite player development and training, therefore for the next five years it is necessary for the HKFA to take the lead and be responsible for long term training and hence a centralized approach.

The players selected for the HK women representative squads will on average have at least one club training session per week and HKFA will conduct additional long-term training to allow players to reach their peak. Regular training will be conducted by HKFA coaches for the women and girls' development and representative squads.

#### ***T4.5 Club support Program***

HKFA shall work closely with the clubs, particularly the Division one clubs, and assist them to improve the quality of training and players' development with the target that in the future the clubs can take the lead in girls' and women's player development.

HKFA will deliver workshops to educate club coaches on the key elements of world women football development, Hong Kong playing style, fitness and injury prevention program specific for female players.

HKFA will assist the clubs in becoming more professional and introduce the HKFA

Women's Club License scheme. This will educate the clubs to have a development plan, correct infrastructure and support staff, minimum coaching qualification and a budget.

HKFA will assist the clubs to apply for the LCSD Community Sports Club Project (CSC) Fund to assist in the development of the women clubs.

#### ***T4.6 Elite Youth Programmes***

HKFA shall support the clubs with youth programs to achieve the sustainability of the club development and finally to feed quality players to the different age group squads of HK Representative Teams.

The HKFA Football Development Plan 2020-25 includes organizing more U12 and below competitions to encourage the clubs to recruit younger girls and build the base of the women and girls football pyramid in Hong Kong. In addition, a new U15 girls league will be established to better suit the younger girls that are currently having to participate in the U18 girls league.

HKFA coaches (Hong Kong Women Head Coach & Women Football Manager) will monitor the leagues and clubs to identify potential national team players and invite them to representative squad long term training.

#### ***T4.7 Man power for women's elite program***

With increasing support and expansion of women's programs, additional man power is mandatory.

The women and girls' representative squads need access to HKFA strength and conditioning coach to develop the players physically to reach their peak fitness.

A full-time HKFA Youth Coach is required to assist in scouting players, planning the regular team training and competition, video analysis, regular communication with club coaches, preparation for tournaments and production of regular reports and evaluation. HKFA will seek a new funding source for this position either through FIFA or AFC; or via a secondment program with a coach from a developed Member Association in Asia.

The women and girls' section require an additional full-time technical staff to share the regular administrative work, assist in national team training and competition logistics; and assist in the club support programme.



## **SG5. To achieve success in International Futsal Competition and make Hong Kong Futsal Team a top tier team in Asia**

### **TACTICS**

#### ***T5.1 Improve selection process for national futsal teams.***

HKFA will scout, identify, and recruit the most talented players to be selected for the Hong Kong Futsal teams playing in AFC or FIFA international competitions. HKFA will establish the “Catch them Young” concept to develop players at an early stage. A scouting team will be formed to spot potential players to join respective National Training Squads from different levels of futsal and football competition.

HKFA Futsal Division will establish a ‘Scouting & Technical Study Team’ where national team coaches will go to watch different levels of local matches to identify potential talented players.

HKFA Futsal Division will consult with Hong Kong Premier League clubs to see if any professional players can be made available for AFC or EAFF competitions, and if so, be drafted into pre competition training squads to assess ability to be part of final competition squad.

#### ***T5.2 HKFA will implement a Regional Training Program to train up higher level players.***

The Regional Training Program is part of the HKFA Football Development Plan 2020-25. Three or four nearby districts with suitable Futsal facilities will be grouped to form ‘One Region’. Players will no longer be required to travel a long way to attend trainings. The program will start with 3 regions and expand to 4 Regional Training Programs by 2024.

Each region will be required to have one indoor and one floodlit outdoor futsal facility

The aim is that all the best futsal players in Hong Kong will be part of the regional program and that all national team players will be selected from the ‘Regional Training Squads’.

#### ***T5.3 Participate in more youth futsal competitions.***

HKFA will increase the opportunities for young players to take part in international Futsal competition. This will help raise the standard of our young players.

Futsal division to enter youth futsal teams into competitions being organized across Asia and organize annual training camps for all the boys and girl representative age groups. An element for each training camp will include competitive matches against either the national team or clubs. In advanced football nations such as Japan, South Korea and Iran the clubs will provide tough competition for the Hong Kong representative teams.



#### ***T5.4 Better Futsal Facilities.***

Striving for higher standard indoor futsal facilities able to host international futsal competitions/championship, youth futsal tournament, domestic league and club training. HKFA to work with HAB and LCSD to identify sports facilities that have the potential to be upgraded to meet the required FIFA standards.

In the future the sports arena at Kai Tak Sports Park will be equipped to host international futsal competitions.

As part of the planned new Regional Futsal Program in the Football Development Plan 2020-25 there is a requirement for each region to have an indoor futsal court and a floodlit outdoor futsal court. HKFA Futsal Manager will assess the facilities to ensure they are of the required quality to support the future development of futsal in Hong Kong.

#### ***T5.5 Establish Semi Professional Futsal League.***

Transform the existing 1<sup>st</sup> Division Futsal League into a semi-professional league to make the teams more competitive with a view to establishing a professional league by 2025.

As a transition measure, Hong Kong Premier League clubs will identify players during FIFA window periods who are not selected for the national or Olympic Squads and can be made available to attend HKFA Futsal training and selection camps to be picked to play for Hong Kong in international futsal competitions.

In the longer term, after the professional futsal league is established, players of the national futsal team will be selected from the professional futsal league.

### ***T5.6 Promote and Develop Futsal.***

HKFA will establish grassroots Futsal programs to expand the base, increase the number of coaches and officials, and expand leagues and competitions. HKFA views futsal both as an important sport in its own right and can be mutually beneficial “cross overs” and synergy with football.

HKFA will expand the base of futsal players by working with schools, districts and clubs to encourage more players to take up the sport. The 4v4 football program will be established in schools making use of the basketball courts mostly available in schools in Hong Kong. New leagues and competitions will be organized to provide better opportunities. Younger age groups national futsal teams will be formed and expanding the size of each training squad. Designated training programs will be established for the development of futsal coaches, referees and coach instructors.

## SG6. Football for Everyone – increased opportunities to participate

### TACTICS

***T6.1 HKFA will attract more football players by organizing and promoting small-sided games such as futsal and mini football (e.g. 4-a-side or 5-a-side played in schools' basketball courts). HKFA will also work with districts, clubs, schools, academies, and the Hong Kong Schools Sports Association to provide football pathways to the 7-a-side and 11-a-side games. HKFA shall provide more support to HKFA junior and district clubs by providing more venues and an efficient registration process to encourage players to remain in football.***

#### **Promote small sided games**

HKFA will establish and develop small sided games to give the children more time with the ball and develop skills and technique at an early age. Small sided games provide opportunity for close control, quick passing; more touch of ball and increase awareness.

The HKFA Football Development Plan 2020-25 includes small sided game training programmes with four age groups across all 18 Districts in Hong Kong (U6, U8, U10 and U12). Players on the scheme will

have the opportunity to participate in an inter-district age appropriate competition (2v2, 3v3, 5v5 and 7v7).

HKFA Futsal Division has established a 4v4 program in primary schools which will be expanded. The District program operates small sided games for the younger age groups and HKFA Grassroots and Coach Education will organize a workshop with the Education University of Hong Kong to educate them on the benefits of small-sided games. Small sided games are ideal for schools due the hard-court facilities.



***T6.2 HKFA seek funding streams for footballs, bibs, cones/discs and other football equipment to schools who can apply through the HKFA so that the schools will conduct more football activities. The HKFA will secure such funding to encourage primary schools to engage in more football activities.***

#### **Football equipment for schools**

Many primary schools have limited equipment to play football and small sided games on the hard-court basketball courts or play areas. HKFA wishes to promote football in the schools and will seek sponsorship or funding streams from FIFA and AFC to buy equipment to be given to the primary schools so that football activities can be planned and delivered during physical education lessons or break time.

Part of the scheme will include grassroots staff going to the schools and giving the teachers and helpers advice on how to set up the equipment and how to conduct a simple session to give the children a taste and experience of mini football or futsal.

***T6.3 HKFA to organize large scale grass roots programs and football festivals to encourage children to try football and then join programs, districts or clubs to build a large base of young participants.***

#### **Grassroots Football**

The grassroots football programs in Hong Kong are essential to build the entry level broad base of young football players.

The HKFA has a long-standing history of summer scheme mass participation program for young players and then a progression pathway to clubs or the District football program. For those children not selected for clubs or districts there has been a pathway to continue playing football at a recreation level on the PL Junior Program.

The summer scheme remains the largest annual participation program under the HKFA with more than 10,000 players involved each year. The program provides players with a foundation level football experience and is very often the 'first step' into football for our youngest players. The Football Development Plan 2020-2025 will revise the summer scheme programme by reducing the age of the oldest children to U16 for the girls and U14 for the boys to offer more opportunity for the younger age groups with the greatest demand.



The Vision 2025 strategic plan puts the emphasis on club youth development and it is necessary for the clubs to develop grassroots football programs and then provide pathways into small sided game competitions and leagues before progressing into HKFA organized 11-a-side leagues.

HKFA has established small sided game competitions for U10 and U12 age groups and this younger age group competition needs to be expanded to develop the children in the 'golden age' age group.

***T6.4 HKFA will implement a Family Program to encourage parent's participation in their children's football training.***

**Family Program**

The Summer Scheme will set up a new 'family class' for children between 3 years and 7 years old. The focus is on the importance of the support and encouragement of the parents for the young children. Many leading professional players credit their parents for their love of the game. The parents will join in the training, support the coaching staff and encourage and praise the children.

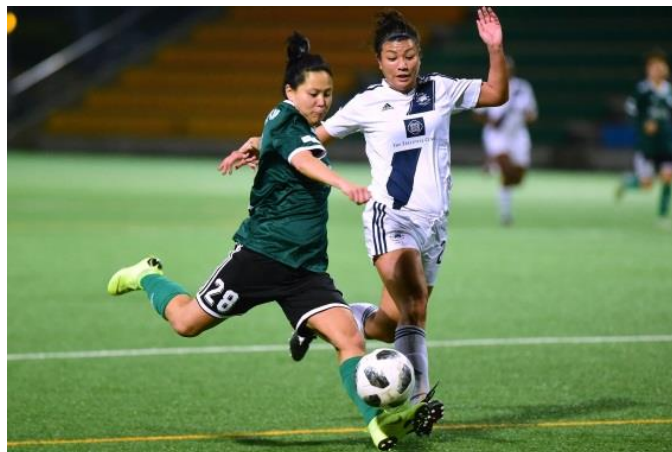
Parents will be able to enroll themselves on the class alongside their child. Classes will focus on basic football skills and fun games that will promote communication and cooperation between parent and child. HKFA coaches will provide guidance to parents on the benefits of football and sporting activity for their children.



***T6.5 Grow women football through school and youth program by organizing different school activities, youth competitions and football festivals***

**Promote and develop women & girl's football**

Women and girls' football have continued to grow and develop in the five-year period 2015-20 due to the expansion of the grassroots and school programs resulting in more teams, clubs and competitions.



Programs and initiatives will be in place to expand the grassroots programs to attract girls to play football and then pathways established to allow the girls to join teams and clubs.

HKFA will expand the HKJC Girl's Regional training program and competition by offering the regions with a higher population the opportunity to have more than one team per age group.

***T6.6 HKFA to expand the girls' league with additional age groups and competition format to provide more opportunities for competition and development.***

**Expand the Women & Girl's Competitions**

HKFA will constantly improve the quality, organization and the expansion of girls' and women's competition. HKFA will increase the youth league age group and organize small sided game competitions for the younger girl's.



To generate more interest in women football, the HKFA will develop marketing strategy to promote girls' football.

***T6.7 HKFA to provide schools with a simplified version of the HKFA Curriculum and deliver a series of workshop to give school teachers the necessary education and understanding to deliver football sessions in schools.***

**Promote a simplified version of the Hong Kong Football Curriculum (player and coach development)**

The simplified curriculum provides guidance and planning for an integrated and consistent approach to the development of players and coaches across Hong Kong, including school use.



In 2019 the HKFA Technical Department Coaches, under the guidance of Technical Director, prepared a 'road map' for developing football players in Hong Kong.

To widen the impact of the HKFA Curriculum, the Technical Department will visit schools in Hong Kong and deliver education and workshops using the simplified version to give the teachers an understanding of how to run a football class and teach the basic skills to the children.

***T6.8 HKFA Coach Education Department will offer a full range of courses from beginner Grassroots Leader up to Pro-License. The target will be to increase the total number of qualified coaches in Hong Kong to improve the overall quality of football in Hong Kong.***

**HKFA to offer full range of coach education courses**

HKFA Vision 2025 recognizes the essential role of coaches in the promotion, development and success of football in Hong Kong. Coaches are the key to successful youth football development in Hong Kong.

Hong Kong needs progressive coach development pathways for coaches to reach their full potential and for some coaches to go on to gain a Pro License.



HKFA need to implement and run coach education courses aimed at youth, amateur and professional levels.

There is a need to ensure that there are enough skilled and qualified Coach Education Instructors in Hong Kong to deliver the required number of courses.

A priority for HKFA is to identify coaches that have real potential and to provide a mentor program to work with these coaches to become the leading coaches in Hong Kong.

HKFA will identify professional players that wish to become a coach after retiring from the game and run coach education courses specifically for these players with the aim of fast tracking them through the coaching system.



***T6.9 Improving coaching standards by organizing mini coaching seminars on practical subjects for school team and district team coaches. Focus on developing coaching techniques to improve technical skills of the players.***

**Mini coaching seminars**

HKFA will organize workshops for four age group (U6-U8, U10-U12, U13-U15, U16-U18) for District and non-District coaches. In addition, workshops will be delivered on futsal, women & girl and goalkeeping.

To improve the quality of the coach education courses will be run for District Mentors and coach instructors.

HKFA will organize workshops for coaches to earn points which are required to remain as a HKFA Registered Coach.



***T6.10 HKFA shall establish a youth coaching school for coaches in District, clubs and academies with an emphasis to coach players between 13 and 19 and for youth development in general, with the simplified curriculum.***

**Establish Youth Coaching School**

A Youth Coaching School will be established to improve the youth development within the academies, centers of excellence or football schools. The focus will be on ensuring all youth development has a set philosophy, playing style and training programs. The course will focus on 11-a-side football and the pathway of the players in the youth league from U13 to U18. Coaches will be taught:

- How to develop a coaching and playing philosophy
- How to develop a structure within their football environment
- Identifying talent and coaching individual players Analyzing performance
- Position specific training (training for defenders, midfielders and attackers)

Coaches will be selected by HKFA Youth Coaching School Panel (Technical Director, Coach Education Manager and Technical Committee Member). A total of 30 coaches will be selected (one coach from each District and 12 additional coaches from clubs). The Coach scholarships Programme will offer five coaches full funding and ten coaches half funding for AFC A/B License course.

## ***T6.11 Education Grant – Hong Kong Football Fund***

### **Player Education & Career Pathways**

HKFA will provide education opportunity for a selected number of professional players based on specific criteria. HKFA will provide advice, guidance and funding towards educational courses for players.

Each Hong Kong Premier League Club will be able to put forward one professional player every two years to apply for a University or Education establishment Diploma or Undergraduate Degree at a Hong Kong University or college.

HKFA will have access to a fund to pay for the annual tuition fees for a four-year period to allow the players to gain an academic qualification. After the first couple of years each HKPL club has the potential to have two players playing professional football while also gaining an academic qualification at the same time.

## ***T6.12 HKFA Coach Education to ensure that all HKFA registered coaches involved with youth (boys and girls) football to provide his/her sexual conviction record.***

### **Safeguarding children involved in football**

As the guardian of football in Hong Kong the HKFA must safeguard all children involved in football activities and programs under the HKFA's organization. Coaches delivering HKFA courses and programs must be a HKFA registered coach. To be a registered coach it is necessary to have a sexual conviction check with the Hong Kong Police.

## ***T6.13 Recruit and retain referees***

### **Maintain 'New Referee Program' and improve incentives**

HKFA will establish programs to recruit and retain junior and senior referees to support the growth of football in Hong Kong. HKFA will have plans and programs in place to elevate existing referees to higher levels. Incentive programs will be established to retain referees in Hong Kong.



***T6.14 2 Improving access to the TKO FTC by constructing a better access to the Centre from the neighbouring MTR station in order to increase utilization.***

**Improve accessibility to TKO FTC**

HKFA to improve access to the TKO FTC by constructing a staircase from the centre to the waterfront platform (allowing pedestrian walk to either Lohas Park or TKO MTR) and provide a regular shuttle bus to TKO MTR. Improved access will help all user groups and increase community and commercial bookings.

***T6.15 Negotiate with the government to develop a Jockey Club Kitchee Centre (JCKC) look-alike in Northwest Kowloon or Northwest New Territories and Hong Kong Island. This will help to distribute football training facilities to make it easier for football players to attend training near their place of residence. TKO FTC (in Tseung Kwan O), the Jockey Club Kitchee Centre (JCKC in Shatin) and new facilities (in Northwest Kowloon or New Territories and Hong Kong Island) are the football hubs of Hong Kong that will serve the public for the future.***

**Construct new regional football training centres in North West Hong Kong and Hong Kong Island**

Regular training is essential for young footballers to develop their skills if they are to become elite footballers in the future. Although in recent years there has been the addition of football facilities at Shatin/Shek Mun (Jockey Club Kitchee Centre) and the Jockey Club HKFA Football Training Centre in TKO, these facilities are not convenient for young footballers to access if they are based in the northern territories or on Hong Kong Island.





HKFA must explore the opportunity to develop a dedicated football training centre in Northwest Kowloon or New Territories in the five-year period from 2020-2025. A further investigation can follow to identify any potential facility development on Hong Kong Island.



***T6.16 Building a strong volunteer program to augment the paid professionals within football to help build the sport in Hong Kong. The HKFA will conduct Volunteer Training Courses.***

#### **Football Volunteer Program**

Hong Kong Football needs to encourage and develop a culture of volunteering in football. At present volunteering does not really exist and all involved in the game expect to be paid which puts demands on resources.

HKFA will establish a number of HKFA Football Volunteer Training Programs to provide the skills to help and support football activities in the community and up to elite level. Volunteers are people who willingly give their time and effort without financial reward.

A member of the HKFA Secretariat will adopt the role of Head of Volunteer Program and form a working party and division to set up the volunteer program.

HKFA recognizes the value of volunteers in running and developing football at entry level.

HKFA role is to:

- Support and develop existing volunteers
- Recruit more volunteers into football
- Recognize and reward volunteers

Most volunteers already have a link with the club or the league they wish to help to support. This could be a parent, grandparent, friend, former player or sponsor. Through committing time and effort to running the club or league, volunteers will play a major role in giving players the opportunity to enjoy football and they should feel proud to the contribution they make.

Volunteers may be a coach, scout, administrator, manage the social media for the club, arrange friendly fixtures, scouting, organize end of season prize giving, there are many roles a volunteer can take in football.

HKFA will organize training session for volunteers and ensure they also undertake the necessary safeguarding checks before working with children and clubs.

***T6.17 Conducting fans forum meetings to exchange views in order to develop a stronger bond and the sense of belonging with Hong Kong football community.***

**Football Fan Engagement Programs**

Football fans are at the heart of football. Football fans may attend football domestic and international matches; or may be involved in football development in its many areas. Fans are important and an integral part of football in Hong Kong as spectators, consumers and participants.



Building and sustaining fan engagement is a key priority for HKFA and for the clubs in Hong Kong. Fans are acknowledged as being co-producers in football as they help create atmosphere and the consumer experience at the football stadia and sports grounds. Fans generate revenues that are important in sustaining the Association and the clubs.

Engagement also plays a role in allowing the Hong Kong football community understand the direction of Hong Kong football and why the HKFA is organizing certain activities and programs and what is the HKFA ultimate objective. The football fans can also offer advice and direction.



HKFA will organize fan engagement activities on a regular basis to discuss the direction of football in Hong Kong.

***T6.18 HKFA will engage with the wider community and ensure equal opportunity to participate in football for people of all backgrounds including those from disadvantaged groups and physical limitations.***

**Engage and provide opportunity for wider community**

HKFA has an obligation and duty to make sure everyone has the chance to be involved in football, regardless of age, gender, sexual orientation, race, nationality, ethnic origin, colour, religion or belief, ability or disability.

HKFA must encourage and increase the involvement of groups at all levels of football by recognizing that inequalities exist and taking action to address them. HKFA must make opportunities available where currently there are few available.

A social inclusion task force will be established and include qualified and experienced person such as social and disability workers to identify specific groups that can be targeted and engaged to participate in football activities and programs.

HKFA will be co-organizing the whole voluntary program with Hong Kong Blind Union, who has started a project to provide commentary services for blind people in year 2019. The blind people to the stadium to watch Premier League or Hong Kong Representative teams' matches.





## SG7. Financial Sustainability and Good Governance

### TACTICS

The HKFA has grown exponentially over the previous five years (2015-20) due to significant increase in funding and also with the addition of the Jockey Club HKFA Football Training Centre.

This has placed a significant demand on the Association with a large increase in programs and football activities. As a result, there is a need for effective management and the continued development of the HKFA.



Financial surplus is the fuel for expansion of the HKFA effectiveness as the governing body of Hong Kong football, and with the success in increasing such financial surplus, the HKFA must establish and maintain effective corporate governance through a set of process and policies to ensure proper management of the HKFA and effective accountability to stakeholders and strategic partners.

#### **T7.1 Financial Sustainability**

It is critical for HKFA to implement effective systems for financial planning, control and monitoring to improve the long-term financial viability through the setting and execution of an annual surplus budget (minimum breakeven).

The HKFA will focus on the generation of sponsorship income, as the HKFA is creating some exciting sponsorship products such as HK2034, improved representative teams and an independent HK Premier League.

#### **Marketing & Promotion for Sponsorship**

The HKFA will reach out to prospects, customers, investors and the football community in Hong Kong. The focus will be on HK2034 Project, the Hong Kong Team and the independent HK Premier League and sponsorship for the HKFA cup competitions.

Parallel to the release of this Strategic Plan, there will be an announcement and consultation plan in place to generate public interests. A broad-based consultation exercise within the local football circle as well as with the media will be conducted with the aim to make this Strategic Plan as the people's plan.

A Communication Program will be prepared to include articles in newspapers and magazines, social media, TV shows and interviews, town hall meetings, etc. Senior HKFA officials shall promote the HKFA Strategic Plan to help increase public awareness and interests.

At the same time of the Communication Program, the Marketing Department shall release a 'Sponsorship Sales Program' to call for sponsors and to develop long-term partnerships. The HKFA shall seek to increase exposures and return on sponsors' investment as a key part of the Sponsorship Sales Program.

The Communication Program and the Sponsorship Sales Program will continue to be revised and updated throughout the 5-year period for this Strategic Plan.

### **Subsidies and Donations**

The HKFA will dedicate certain manpower to concentrate on generating subsidies and donations. The HKFA will scrutinize existing as well as new funding partners. Funders often refer program-based donations, i.e. funds to pay for costs of new programs. Unless it is a necessary program, the HKFA will emphasize on the HKFA Strategic Goals and currently unfunded programs in which costs are not covered by an existing funding source.

### **Cost Reduction**

Effective Financial management of the HKFA and also the Jockey Club HKFA Football Training Centre is critical for the HKFA. HKFA works to a tight budget and as such the HKFA must set detail budget, monitor spending, careful management of headcount and ensure no over spend.

The HKFA will review its current headcount in the Secretariat and the FTC and to ensure that there are no excess or redundant personnel.



### **Effective Financial Management and Cash Reserve**

The HKFA's primary function as the football governing body in Hong Kong is to spend the monies at its disposal to promote and develop football. Earning a profit in its operations and living within its means, while not its primary objective, is essential.

Furthermore, HKFA is dependent of strategic partners for funding programs, training, staff and operational expenses. Without external funding the programs and activities would need to be reduced or stopped. In some cases, unforeseen activities occur and the HKFA has to seek financial support. Therefore, there is a need for HKFA to set aside cash reserve to cover such eventualities.

The HKFA must put plans in place to solicit sponsorship or organize events such as an international or overseas club match to generate income to build up cash reserves. The Government M Mark scheme can be used to generate financial reserves and an action plan will be developed with the aim of increasing the HKFA cash reserve from its current position of approximately HK\$11m at the beginning of the 2019-2020 season to HK\$25m by 2025.

### ***T7.2 Organization and Human Resources***

The current HKFA organization structure of the Secretariat has increased significantly over the last 10 years with the expansion of the technical, finance and audit departments, coupled with a number of executive positions to lead and direct a workforce that has grown from around 35 in 2010 to 100+ in 2020.

With the implementation of this Strategic Plan, the HKFA shall undertake an early exercise to re-examine its organization structure and if necessary, make changes to its current structure and employee positions to align with the needs of this Strategic Plan.

An annual manpower review will be undertaken to ensure the correct organizational structure is in place to deliver Vision 2025.

### ***T7.3 Audits and Internal Control***

HKFA will establish formal and agreed external and internal auditing mechanism and shall make the findings available to the key strategic partners, if and when the HKFA Board considers it necessary, in order to assure the key strategic partners that the HKFA adapts the best business practices with openness and transparency.

### ***T7.4 Reporting Mechanism to Key Strategic Partners***

HKFA works closely with a number of key strategic partners. These strategic partners provide financial support to deliver both elite and community programs and also support HKFA and the Football Training Centre operational expenses. The partners need to ensure that any financial support is being used correctly and effectively and that any key performance indicators linked to the funding are being achieved.

HKFA needs to be transparent and accountable for any form of support given by the strategic partners who may need to report back to their Boards or senior management.

Therefore, HKFA must keep detailed records or all use of financial support from strategic partners, meet any agreed key performance indicators and report back on a regular basis.

### **T7.5 Performance Management of Personnel**

A key priority is for HKFA to ensure that personnel are operating effectively and at their optimum.

The Organizational Development Committee (“ODC”) and the Human Resources (“HR”) Department shall engage and motivate staff through communication, training and personal development. HKFA need feedback on individual performance set against individual goals and targets.

The HR Department shall ensure that (assuming that the matrix reporting structure described in T7.2 is approved) KPIs are assigned to everyone functional heads and be held accountable for the functional action items.

The annual appraisal system is the HKFA formal performance management tool to measure performance and identify any training needs.

### **T7.6 Compliance**

**HKFA will re-examine its Articles, Rules and Regulations to ensure that the right rules are in place and they are enforced consistently and transparently. Decisions are made in a timely manner and communicated quickly and openly with justifications and explanations.**

**Compliance with FIFA & AFC Statutes, HKFA Articles of Association and Hong Kong Ordinance**

The FIFA and AFC Statutes set out the basic laws and rules related to world and confederation football. The HKFA must be compliant to the World governing body and Confederation statutes.

The HKFA Articles of Association specifies the objectives and regulations for the Association’s operations and defines the HKFA purpose. The document outlines how tasks are to be accomplished



within the HKFA, including the process for appointing directors and the handling of financial records.

### ***T7.7 Membership***

It has long been a criticism of the HKFA that its membership is of a very small number, and since the start of the Project Phoenix, the number of voting membership has decreased by another 10%.

The HKFA Article 9 also described the establishment of a “Football Forum” which provides a meaningful way to participate in the affairs of Hong Kong football even as a non-voting member.

The HKFA will increase the numbers of both voting and non-voting members as well as activate the Football Forum as a consultative body.

#### Part 4: The Annual (short-term) Action Items

A-I	Person-in-charge	Description
A1.1.1	GRM	To establish a support structure for academies, districts and schools to ensure information of identified talented youth players by the age of 8 or 9 will be made available through the HKFA evaluation platform to clubs, academies and districts.
A1.1.2	ITM	HKFA is developing an IT System to collect information and to evaluate players from U10 to the senior team. The system will assist the HKFA to have detailed understanding of the player's capabilities and appropriate development action plans. The collected data will provide direct motivation and produce better players.
A1.1.3	GRM	To recruit volunteers to provide first-round scouting of young football talents in day-leagues, festivals and school competitions from U9 to U12. Also, to invite teachers and school coaches to nominate children to be tracked and observed.
A1.1.4	HOC	To prepare a competition plan in 2019-20 season and to implement the same in 2020-21 season for day-leagues and football festivals for U6 to U12, taking into account the District Program for the same age-groups.
A1.1.5	HOC	To prepare a competition plan in 2019-20 season and to implement the same in 2020-21 season for the Premier Youth League ("PYL"). 12 teams with early selection of players will play in the PYL in 3 age groups (U14, U16 and U18), the same teams in the Premier League plus 2 outsiders chosen by Competitions Department based on their past performance in the youth league. The PYL shall offer at least 30 matches to each participating team.
A1.1.6	TD & Rep Youth Coaches	Selection and deselection process will begin in the U14 Premier Youth League (including the U13s) when around 36 players will enter the HK Rep youth teams. We will however test around 60-80 players annually in each age group. Scouting and player evaluation will continue for U16s and U18s.
A1.2.1	CEdM	Coaching Education Department will establish a program of coaching courses and workshops, each with a course curriculum and a course schedule. Workshops and seminars will be included in the annual coaching catalogue for PYL club coaches, delivered at regular intervals to emphasize on coaching philosophy, HKFA training methodology and updates on curriculum and courses.
A1.2.2	TD	HKFA will employ 3 high-quality HKFA Youth Coaches with demonstrable success in youth development in international football and/or club football. Other than coaching the Representative Youth Teams, they will work with the youth coaches

		of the PYL clubs and academies to provide coaching guidance and assistance. Each coach will be responsible for 2 clubs and will spend one day a week in each club focusing on the U14/U16/U18.
A1.2.3	TD & CEEdM	Maintain the HKFA Curriculum as an ongoing coaching asset available to PYL coaches. Technical Director and Coach Education Manager will hold a workshop every year to evaluate the HKFA Curriculum with the technical department and coach instructors. The Curriculum will be updated and revised if necessary.
A1.2.4	CEEdM & SSM	HKFA will develop a comprehensive and interactive 'Nutrition for Health and Performance' workshop. Including information on macronutrients, hydration and supplements coupled with the demands of the game. And also, to develop an informative and interactive 'Parent Workshop' detailing the evidence of good nutrition on health and performance.
A1.2.5	CEEdM & SSM	To complete plans and course contents for strength and conditioning program from 14 years+ in PYL clubs and the Representative Youth Teams starting in 2021 – 20 Season. To develop a structured and age appropriate conditioning program to develop movement capacities and strength levels of all age groups. To recommend to all club's fundamental movement patterns and loadings that all players should attain.
A1.3.1	HOC	To prepare a venue requirement list for PYL and Representative Youth Teams for 2020-21 season and to agree with HAB and LCSD in 2019-20.
A1.3.2	HOC	TD and the Comp Committee shall establish a priority list for venue allocation in which PYL clubs and academies will be given top priority. The PYL clubs would be given 3 practice sessions a week between 16:30 and 21:00.
A1.3.3	HOC	Seek the relevant approvals and special arrangements to provide youth training venues for PYL clubs at LCSD rates.
A1.4.1	CEEdM	Guidelines for common playing style will be recommended on every coaching course from C License or above, working from 7-aside (3-2-1) to 11-aside (4-3-3) for a common identity from the Representative Team to the Representative Youth Teams. This is not mandatory at club level but players should have a clear understanding of these formations.
A1.5.1	TD	HKFA will recruit 3 high-quality HKFA Youth Coaches with demonstrable success in youth development in international football and/or club football. Other than coaching the Rep Youth Teams, they will work with the youth coaches of the PYL clubs and academies to provide coaching guidance and assistance.
A1.6.1	CLM	HKFA to regulate the proper setup of the academy accreditation system and the AFC Elite Youth Scheme. A reward system will be

		implemented for clubs achieving the AFC 1-, 2- or 3-star accreditation. The aim is to encourage the Premier league clubs in Hong Kong to focus more on youth development.
A1.6.2	TD	Additional funding for academies and clubs to reward success in youth development.
A1.6.3	TD	To set the HKFA benchmark for elite youth development as part of the implementation of the AFC Elite Youth Scheme.
A1.6.4	TD	With the application of AFC Elite Youth Scheme, the applicant clubs and academies will need to submit documents to HKFA and AFC for assessment. In the process, feedbacks and support will be received from the HKFA and AFC related personnel and it will contribute to the clubs and academies in their further development. The TD shall ensure that the feedbacks are implemented and recorded.
A1.6.5	CEdM	The Coaching Education Department will arrange workshops and seminars to provide technical support in regard to the drafting and updating of the PYL clubs' own philosophy and training programs to the clubs and academies competing in the PYL and those interested in applying for the AFC Elite Youth Scheme and AFC Club License.
A1.6.6	TD	To complete the detailed planning of the HKFA Youth Coaching School in the 2020-21 season, with a full implementation at the start of the 2021-22 season.
A1.7.1	TD	Clubs will apply for the AFC Elite Youth Scheme 'One star' or 'Two star'. The granting of the star system is based on the club's meetings set criteria. HKFA Technical Director will assess the club's annual application in the first instance and this will be followed by AFC Youth Panel Members reviewing and further assessment of the clubs application.  Club will gain annual funding on achievement of the AFC Elite Youth Scheme Star.  One Star: HK\$ 0.5m per annum Two Star: HK\$ 1m per annum
A1.8.1	SSM & Med Comm Chairman	The Sports Science Manager, under the instruction of the Chairman of the HKFA Medical Committee, will collect data on all players in the elite system. That information is important to follow up on physical fitness, prevention of injuries, and the maturity of the players and the estimation of future physical appearance (height and weight).
A1.8.2	CEdM & SSM	To execute the plan and course content of nutrition seminars in A1.2.4.
A1.8.3	CEdM & SSM	To execute the plan and course content of strength and conditioning training in A1.2.5.
A1.8.4	SSM	To complete plans for providing some meals for Representative Youth Team players starting in 2021-22 season and to conduct



		nutrition seminars with parents of the clubs in the YPL.
A1.9.1	Education Taskforce	Establish a working party with education expertise in 2019-2020 season to develop an education roadmap for elite youth players by 2020, with an objective to provide a quality education and to provide a way to increase their football training to a minimum of 12 hours per week.
A1.10.1	Facility Taskforce	Form a working party to plan the facility development with feasibility study and business plan to be completed by end of the 2020-21 season.
A1.11.1	TD, Rep Team Coaches &HOC	For the 3 Boys Representative Youth teams to participate in 2 international competitions per year, one of which ideally will be hosted in Hong Kong.
A2.2.1	Comp Comm Chairman & HOC	To conduct consultation with all HKFA members and other stakeholders in 2019-2020.
A2.2.2	Comp Comm Chairman & HOC	To complete plan to change football seasons from August-to-May to February-to-November for implementation in 2022-23 season, if the result of A2.1.1 is positive.
A2.3.1	HC	To conduct an ongoing search and to Identify potential players playing overseas with the eligibility to represent Hong Kong.
A2.3.2	HC	To conduct an ongoing search and to Identify quality foreign players in Hong Kong that can become naturalized and represent Hong Kong.
A2.4.1	HC, TD, Rep Youth Team Coach, CSC Chairman, CEEdM	The Head Coach and Rep Youth Team coaches will teach the players in the senior team and the youth representative teams to play in a similar manner based on the 4-3-3 system. This will form an essential part in the coaching education curriculum. The players will be better prepared when moving from the youth national teams up to the senior team. HKFA main focus will be on synchronising the playing style of Senior, U23 and the U18 team.
A2.5.1	HOC	Whenever FIFA announces the new FIFA calendar, HKFA shall update its ongoing competition requirements for the Hong Kong Team to play in the Hong Kong Stadium.
A2.6.1	Board & HOC	To organize the Annual Football Tournament with government support through M Mark program.
A2.7.1	TD	To develop an Olympic (U23) program to be active whenever the Senior team is together during a FIFA window period. HKFA aim is to prepare the players for the senior team. This will require the HKFA to appoint a separate Olympic (U23) Head Coach.
A2.7.2	TD	To develop the job description and qualification of the Olympic Head

		Coach, including his duties when the Olympic Team is not active.
A2.8.1	HOC	Consultation with the Clubs of HKPL and 1st Divisions in 2019-20 season.
A2.8.2	HOC	Prepare the findings and proposal for the Competitions Committee for discussion and action items for implementation in 2020-21 season, if the result of A2.7.1 is positive.
A3.1.1	HOC	Consultation with the Clubs of HKPL and stakeholders in 2019-20 on SG3: ' <i>An Improving and Independently-operated top professional League</i> ' and its Tactics T3.1 to T3.11.
A3.2.1	HOC	Set up a working party with the HAB, LCSD and Stadium/Sports Ground Managers in 2020-21 to ensure the number of sessions given will be enough to host 2 teams in a season at 3 venues for 6 clubs.
A3.2.2	HOC	Equalize the venue charges of the HKS with MKS.
A3.3.1	HOC	Obtain the major renovation work schedule of all HKPL home venue during 2022-25 from LCSD to establish which stadia/sports ground can be allocated to clubs for a minimum 3-year period.
A3.3.2	HOC	Amendment on the Competitions Rules of 2022-23 Season.
A3.4.1	HOC	Prepare a plan with LCSD by 2020-21 season to include the proposed timeline and requirement to upgrade floodlights to a minimum of 1,200 lux by 2023.
A3.4.2	HOC	Meeting and consultation with LCSD in 2019-20.
A3.5.1	HOC	Voluntary trials in 2020-2021 Season with HKPL clubs to manage the club's home match day operations.
A3.5.2	HOC	Review the results of the voluntary trials and to confirm with the Competition Committee and the HKFA Board to proceed with passing the responsibility of staging of HKPL to the home clubs by 2023.
A3.5.3	HOC	2020-21 Provide training to clubs' officials with a 2-day seminar to introduce the match day operation procedure. Complete the first edition of Operation Manual.
A3.5.4	HOC	2021-22 Attachment program for the clubs' officials to work with HKFA in match operation for their home matches on all areas depending on the readiness of the club. The Operation Manual for the HKPL with the appendix on the requirement of each stadium will be completed and distributed to the club officials.
A3.5.5	HOC	2023 Set up a HKFA core operation team to assist the clubs' officials in their own match operation. 5 HKFA officials will be sent to each match to handle the match operation with the HKFA core operation team; or alternatively the club continues the attachment program only to let HKFA to run the match operation.

A3.5.6	HOC	2024 Handover the whole operation to the clubs with the support from HKFA core operation team on match countdown only.
A3.6.1	CEO	Establish financial control panel in 2020-2021 season to investigate financial fair play models in football and identify a financial fair play model to suit HKPL.
A3.6.2	CEO	Consult with clubs before the end of the 2020-2021 season and implement a financial fair play policy by the 2021-22 season.
A3.7.1	HOC	The financial fair play policy to allow the clubs to sign marquee players outside of any HKPL financial regulation.
A3.7.2	HOC	HKFA to encourage clubs to sign a marquee player to raise standard and profit of the HKPL.
A3.8.1	HOR	Hire 1 professional referees in 2020-21 and up to 4 in 2025. Referees are employed as the elite referee official and ambassador in HKFA.  Develop governance of professional referee employment: to include an annual assessment of their commitment, assessment, disciplinary sanction and appointments as domestic and international referees.
A3.9.1	HOC	Medical Committee to finalize the minimum requirement of the pre-season medical assessment and the sports medicine policy by the end of 2020-2021 season.
A3.9.2	HOC	Amendment of the Competition Rules according to the decision of the Medical Committee in 2020-21 season.
A3.9.3	HOC	Arrange annual education workshops for the teams' medical personnel.
A3.9.4	HOC	Arrange doping tests in the HKPL.
A3.9.5	HOC	Meeting and consultation with the AFC Medical Centre in Hong Kong in 2020-21 to provide access to all the HKPL players in 2022-23 season.
A3.10.1	HOC	Form a working party to investigate and recommend a fairer playing format to improve club ranking.
A3.10.2	HOC	HKFA Director and AFC Executive Committee Member to lobby AFC to change the current system to be fairer for Hong Kong clubs.
A3.11.1	HOC	Meeting and consultation with the HKPL Clubs to encourage them to increase the attendance by including more youngsters to the match for free in 2020-21.
A3.11.2	HOC	HKFA to invite schools and disadvantaged groups to the matches in each season.
A3.12.1	HOC	Negotiate with Government to give all HKPL clubs a reduced and standard stadia/sports ground rental sum to allow the clubs to re-allocate budget into improving team or match day experience.

A4.1.1	WM	The Hong Kong Women's, U19 and U16 representative teams shall have at least 4-6 competitive international games each year and gradually increase the number, before going to compete in AFC, EAFF and Asian tournaments.
A4.1.2	WM	HKFA to organise local and overseas training camps for girls and women teams. in preparation for AFC, EAFF and Asian competitions with training matches to enhance the fitness, technical and tactical levels of players.
A4.1.3	WM	Regular Exchange camps for younger squads of U12 and U13 with target of personal growth and players' development which is crucial to be elite player.
A4.1.4	WM	Local camp for U10 development team with target of education and personal growth.
A4.2.1	WM	Strength & Conditioning Coach to deliver workshops for coaches, parents and players in strength, conditioning and nutrition education and advice.
A4.2.2	WM	HKFA conditioning coach works closely with representative team coaches to establish player fitness profile, organize and analyse data of individual player to monitor and assess their fitness and conditioning levels.
A4.3.1	WM	Identify potential players in the club competitions and the women's leagues.
A4.3.2	WM	Fast track the young talented players and promote them to train with more senior squads in a competitive environment.
A4.3.3	WM	Assist the current Women's representative team players to get coaching license or football-related career so as to prepare their life after retirement and retain more females working for football in Hong Kong.
A4.3.4	WM	Identify the possibility to partnership with a corporate or enterprise to provide the current representative players a contract which enables them to join all football training and overseas camps/tournaments.
A4.3.5	WM	Promotion of national Team players to be role model for others and arouse community interest to support women's football.
A4.4.1	WM	HKFA shall arrange twice a week regular training for all youth squads from U10 development squad to the U19 at Football Training Centre. Increase the training sessions prior to major international competitions.

A4.4.2	WM	Once a week training for U21 and senior women's team. Increase the training sessions prior to major international competitions.
A4.4.3	WM	Regular meetings with all representative team coaches, exchange of session plans and training logs.
A4.4.4	WM	Man power to support the elite development program.
A.4.5.1	WM	Assist the clubs in getting venues at FTC as to ensure every D1 club have regular training. Ideally our representative team player can have at least 2 club training sessions on top of representative training.
A.4.5.2	WM	Organize workshops to educate and communicate with the club coaches with up-to-date information on the world women's football development, HK playing style, players' development, fitness and injury prevention program for female players etc. The aim is to further develop our players through quality and intensive training and finally to achieve a higher and competitive women's league.
A4.5.3	MM	Develop strategy to promote women's league and raise women's football profile so as to attract sponsorship and investment in women's clubs. In the long term, create semi-professional or professional league will be the target.
A4.5.4	WM	Assist in getting funding from government (LCSD Club Initiative) to improve the structure and programs of the clubs, including additional personnel.
A4.5.5	CLM	Gradually introduce the club-licensing system for women's club to prepare the top clubs to join the AFC Club tournament in future.
A4.6.1	WM	On top of current U18 youth league, Create, additional U15 league to provide more competitions for the youth players. This is essential as there is a large number of girls coming through HKFA girl's youth system in coming years.
A4.6.2	WM	Organize Club Youth Tournament for U8- U12 girls to provide targets for the clubs to absorb good younger players and provide platform for HKFA to select talented players for elite regular training program.
A4.6.3	WM	HKFA coaches shall visit the clubs, scout and monitor youth players in the league and competition, discuss with the coaches and provide assistance on players' development.
A4.7.1	WM	Access to a HKFA full-time fitness and conditioning coach for women's elite development program, including players' fitness profile and reports, supporting the clubs and monitoring the

		physical condition of players, organizing education program and fitness workshops to coaches and female players.
A4.7.2	WM	Identify a new source of funding or partnership (FIFA, UEFA or MOU Partnership i.e. Japan FA) to employ or the secondment of a full-time Coach for Youth Squads is needed for scouting the players, planning the regular team training and competition, video analysis, youth players monitoring by close communication with the clubs, preparation for tournament and produce regular reports and evaluations.
A4.7.3	WM	A full-time technical staff to share the regular administrative work, prepare the training equipment and travel with the teams.
A5.1.1	FM	Establish a recruitment system for the selection of players for the futsal representative team by consulting with clubs to check if any professional players can be made available for AFC/EAFF competition, regular scouting of futsal and football teams and competitions and a performance analysis team monitoring player in Hong Kong.
A5.2.1	FM	Regional Training – To train up higher level players and act as “Pre-National Squad”. The regional training will be based on 3 regions in Hong Kong initially and increase to 4 regions in 2024. The first two years the regional training will be only one age group (Boy U15) and the following three years each region will have two age groups (Boy U15 and U17).
A5.3.1	FM	Futsal Representative team training camps to gain more match experience by playing against overseas teams of clubs.
A5.4.1	FM	A study to be undertaken in 2021 to identify existing or potential indoor futsal facilities for training and competitions. Identify potential facilities that may be used for futsal which may require investment.
A5.5.1	FM	Consultation exercise in 2021 with Futsal Clubs to investigate the possibility of transforming the 1 <sup>st</sup> Division Futsal League to be a semi-professional league and make the teams more competitive.
A5.6.1	FM	Futsal Representative team regular training .
A6.1.1	GRM	HKFA District program at the young age group U6-U12 will train and compete with small sided games. The small sided games develop quick thinking, better technique and more touches on the ball.
A6.1.2	GRM	The Primary Youth Competition will provide small-sided game competition and match experience for the young players. The competition will attract some of the best local and foreign young players in Hong Kong and will be a good scouting ground for the clubs, coaches and the representative teams.

A6.1.3	FM	School Sports Program – Program includes the training, competition and education to promote small sided games.
A6.1.4	FM	HKJC Futsal Cup - To improve the skills of children and organize small sided game competitions.
A6.1.5	FM	HKJC 4v4 Scheme - Organize small sided game competition for the schools.
A6.1.6	FM	Nike 5 - HKFA continue to organize Nike 5 for the different age group for playing Futsal.
A6.2.1	FM	HKFA Futsal department will purchases bibs, flat markers, balls etc. for fun-day use.
A6.2.2	WM	School program: Support the set-up of girls' school teams by providing these schools with football equipment.
A6.3.1	GRM	HKFA will continue to organize the annual Summer Scheme during the Summertime. Over 10,000 children from the age of 4 to 13 will receive 10 elementary training classes from HKFA registered coaches.
A6.3.2	GRM	Jockey Club Youth Football Training Scheme including District, Young and Primary Football Training Scheme will be held across the whole season. The program will be in 18 Districts in all age groups for the first time. HKFA aims to increase the participation of female players in U6/U8 mixed groups from current 8% to 13% of the group numbers.
A6.3.3	GRM	PL Junior classes to continue for children who are new to football. 300 children aged 4 to 12 years old will be provided with fundamental training under HKFA registered coaches. Fun days will we be organised after each phase were the children can play small sided games.
A6.4.1	GRM	Family programme incorporated into the Summer Scheme to allow parents to join training with children between 3 years and 7 years old. The aim is to deepen parent's interest in football and to encourage the parent's to support their children to play football in the future.
A6.5.1	WM	JC Youth Football Training Scheme (Girls' regional training) 1) 5 regions, 3 age groups and 30 sessions 2) inter-regional competitions 3) coaches' workshop 4) camps during summer to further develop selected players and also coaches
A6.5.2	WM	School Program: Organize Different activities and competitions for the schools in order to increase girls' football population and opportunities to play football:

		<ol style="list-style-type: none"> <li>1) school visits: arrange fun games or football booth</li> <li>2) Organize fitness or leadership workshop</li> <li>3) national players' sharing</li> <li>4) Lead-in competition at the start of school year</li> <li>5) Novice Competition for the younger tier of school girls</li> </ol>
A6.5.3	WM	AFC Women's Football Day: organize girls' festival or activity to celebrate the day.
A6.6.1	HOC	To organize the School 7-a-side Competitions (Girls): Additional school competitions for primary and secondary schools on top of the inter-school competitions so as to provide training targets and achieve the sustainability of the school teams.
A6.6.2	HOC	JC Women's League: 2 divisions with D1-8 teams and the rest are D2. Promotion and relegation system in place.
A6.6.3	MM and WM	Develop marketing strategy to promote the women's league (e.g. live-streaming and regular promote on social media).
A6.7.1	CEdM	Coach education will organize annual workshops using the simplified version of the curriculum to give teachers an understanding of how to run a football class and teach the basic skills to the children.
A6.7.2	CEdM	Coach education will upload the simplified version of the curriculum to the HKFA website. Coaches and teachers who have completed the workshop can read the curriculum online and complete an online assessment afterwards. To be able to register as a HKFA coach in the future the online assessment needs to be completed.
A6.8.1	CEdM	<p>HKFA need to implement and run coach education courses aimed at youth, amateur and professional levels. Coach Education Division will deliver football, futsal, goalkeeping and fitness coaching courses between 2020 and 2025.</p> <p>The Coach Education program will include AFC qualifications which will be approved in advance each year by AFC.</p>
A6.8.2	CEdM	HKFA will review and reform the coach registration system by 2021. The system will be reformed according to AFC guidelines, and the validity period of the qualification will be changed from permanent to every 3 years.
A6.8.3	CEdM	HKFA will develop Instructor Development Programme to improve the quality of the coach instructors. HKFA will develop Mentor Coach Education Programme to improve the quality of the District Mentors and scout Coach instructors.
A6.9.1	CEdM	Coach Education Division will organize workshops for four age group (U6 & U8, U10 & U12, U13 & U15, U16 & U18) for District coaches. The workshops will assist the coaches to learn more about the characteristics of players in the different age groups and improve



		their ability to teach the different age groups.
A6.9.2	CEdM	Coach Education Division will organize workshops for all registered coaches. 8 workshops per season and content on futsal, sport science, women's football, psychology, grassroots and goalkeeping. The workshops will assist the coaches to understand the latest and comprehensive training methods.
A6.10.1	CEdM	HKFA will establish a youth coaching school for coaches in District, clubs and academies. A total of 30 coaches between 20-35 years old will be selected (one coach from each District and 12 additional coaches from clubs). This will lead to better teaching ability and make the pathway clearer for the coaches. The main focus in the program is on coaching players between 13-19 years old.
A6.10.2	CEdM	Coach education to establish scholarship program in the youth coaching school. Five coaches will be fully funded and 10 coaches receive a half fund. The program will contribute to the development and career of young coaches.
A6.11.1	GS	Professional players can study and gain an academic qualification while playing to prepare for retirement from the game. HKFA will provide a scholarship fund for two professional players at each club for a four-year period. Professional clubs can apply for a fund of HK\$ 70k per annum for academic fees for a 4-year academic programme for a professional player every two years.
A6.11.2	GS	Companies identified that can offer training and employment opportunities to football players and HKFA to facilitate introductions.
A6.12.1	CEdM	All HKFA registered coaches will have successfully been cleared of any previous sexual misconduct by undergoing a sexual conviction check with the Hong Kong Police.
A6.13.1	HOR	Increase the number and improve the quality of referees at fundamental levels in order to provide a broader base for selecting better referees for elite levels via various refereeing development programs.
A6.13.2	HOR	Provide incentives and a range of development programs to enhance the retention of referees.
A6.14.1	CEO	Staircase constructed by February 2021.
A6.14.2	CEO	FTC to maintain shuttle bus service from TKO FTC to MTR station.
A6.15.1	CEO	Identify potential sites by March 2021 that can be considered to be a site for a new regional training centre.
A6.15.2	CEO	Identify the potential user group and community access to a dedicated football training centre and establish costs to develop a regional training centre (feasibility study and business case) by

		March 2021.
A6.16.1	TD	HKFA to identify and certify volunteers that attend, complete workshops and undergo safeguarding checks.
A6.16.2	TD	HKFA to expand number of football volunteers in Hong Kong.
A6.17.1	PRM	HKFA to organize fan engagement meeting four times a year.
A6.18.1	WM	Establish a HKFA Women's Football Foundation: Professional football will be the long-term goal of HK women's football. However, in the meantime, some women national players still struggle balance work and football. Foundation will aim to provide funding to help support players with different needs e.g. cover no-paid leave for official tournament, overseas trial for exceptional players. Establish Foundation by 2021.
A6.18.2	WM	Empower girls/women's through football - use of HKFA Women Football Foundation: To provide the opportunity for potential females to be developed in different areas of football-related careers, such as coaches, referees, administrators etc.
A6.18.3	TD	HKFA will be co-organizing with the Hong Kong Jockey Club a voluntary program with Hong Kong Blind Union to provide commentary services for blind people from 2019. HKFA will act as tour guides and lead the blind people to stadiums to watch the Premier League matches with the assistance of the U18 District team players who will learn valuable core values.
A7.1.1	PRM	The PR Manager will design a Communication Program for the roll-out of 'Vision 2025' Strategic Plan, with focus in the Strategic Plan, SG1, SG2, SG3 and SG4. The Communication Program to be approved by the Marketing Committee in 2021.
A7.1.2	PRM	To conduct a series of consultation meetings to be approved by the Strategy Committee .
A7.1.3	PRM	To roll out the approved Communication Program in 2021.
A7.1.4	PRM	The PR Manager will design a Communication Program for ongoing HKFA activities, to support the Sponsorship Sales Plan in 2021.
A7.1.5	MM/PRM	Prepare a Marketing & Communications Strategy with clear aims and objectives that effectively promotes activities and programmes prepared annually each May and be approved by Marketing Committee. The Marketing Manager shall design a Sponsorship Sales Program to be approved by the Marketing Committee.
A7.1.6	MM	To solicit and gain sponsorship deals for competitions and activities according to the approved Sponsorship Sales Program.
A7.1.7	CEO	Prepare a 'Stakeholders' Relations Plan' to generate subsidies and donations from existing and potential new funders.

A7.1.8	CEO	To coordinate all Department Heads to apply for available funding as much as possible and arrange funding application to be approved by the Finance Sub-Committee and the Board.
A7.1.9	FC	To review Secretariat costs and to maintain a cost reduction program.
A7.1.10	ODC/HR	To review organization structure and headcounts in order to reduce costs.
A7.1.11	FC	Annual budget discussion meeting to be held amongst CEO, all Department Heads and FC. Budget proposal to be prepared and approved by the Finance Sub-Committee and the Board.
A7.1.12	FC	Handle all accounting tasks following LCSD suggested Accounting Procedures and Procurement Guidelines.
A7.1.13	FC	HKFA Monthly Management Accounts to be prepared and approved by HKFA Board.
A7.1.14	HCG	FTC Monthly Management Accounts to be prepared and approved by HKFA & FTC Board.
A7.1.15	FC	Weekly updates of actual expenditures by activities to be held in share drive with a budget comparison for checking and monitoring purpose for all colleagues.
A7.1.16	FC	Interim budget reviews to be prepared and approved by the Board.
A7.1.17	CEO	HKFA develop plans to generate annual cash reserves with the aim of generating HK\$25m by 2025.
A7.2.1	ODC/HRM	The ODC and HR Manager shall review the organization structure and re-deploy existing staff to new positions under this Strategic Plan, if necessary, in order to implement this Strategic Plan.
A7.2.2	ODC/HRM	The ODC and the HR Manager will adjust the headcount in each department, if necessary, to implement this Strategic Plan.
A7.3.1	FC	Consolidated annual audited report to be prepared and approved by the Finance Sub-Committee, the Board and AGM.
A7.3.2	HCG	FTC annual audited report to be prepared and approved by FTC Board.
A7.3.3	CEO/ Treasurer	Facilitate the Internal Audit Process.
A7.3.4	CEO/IAM/ Treasurer	Follow-up on corrections and improvements suggested by the Internal Auditor and seek approval by the Board.
A7.4.1	FC	To fulfil all the funding reporting requirement in financial aspect (e.g. audited reports, reimbursement claims etc.).
A7.5.1	CEO/HRM	Assign KPIs to every functional head of department to ensure accountability.

A7.5.2	CEO/HRM	Conduct Performance Reviews on an annual basis and implement personal performance improvement plan for non-performing staff.
A7.6.1	Legal Comm/GS	The HKFA 'Constitution', Articles, Rules and Regulations will be reviewed and updated on a quarterly basis.
A7.7.1	GS	Increase number of HKFA members to over 100 by end of March 2021 and 150 by 2025.
A7.7.2	GS	Activate the functions of the "Football Forum" as in HKFA Article 9 as a consultative body.

## Conclusion

The Strategic Plan is 'owned' by the Board of the HKFA. It sets out in broad terms what the Board hopes to achieve over the next five years and through a number of Strategic Objectives, how these plans will be delivered.

It is an ambitious plan that aims to provide success and excellence 'on and off' football pitch.

If '**Vision 2025**' is implemented effectively and collectively by HKFA and all stakeholders then football in Hong Kong will be in a position to reach its maximum potential.