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審計署署長第 74 號報告書

**通過藝術及體育發展基金（體育部分）
為體育發展提供資助的管理**

2020年5月18日來函收悉。就你要求有關審計署署長第74號報告書第1章第4部分的相關資料，現回覆如下。

- (a) 政府的政策目標是推動體育普及化、精英化及盛事化。足球是香港最受歡迎的運動之一，因此我們一直投放資源，推動多項足球發展計劃和增建場地，鼓勵市民參與和支持香港隊及足球運動員提升水平。

香港足球總會（足總）是國際足球協會（國際足協）、亞洲足球協會（亞洲足協）和中國香港體育協會暨奧林匹克委員會（港協暨奧委會）的成員，負責在香港推動足球發展及派隊參加各項國際賽事。因此，在多項政府資助的足球發展計劃中，足總皆扮演重要角色。主要的發展計劃如下：

體育資助計劃

康樂及文化事務署（康文署）透過體育資助計劃為合資格的體育總會提供資助，以推廣及發展相關的體育項目。足總是其中

一個合資格體育總會，獲體育資助計劃提供經常資助金，以發展和推廣本地足球，包括聯賽賽事、港隊訓練、港隊青年訓練和學校推廣活動等。在2020-21年度，康文署的體育資助計劃已為足總預留約2,026萬元的資助。

推廣學校體育

我們又致力推廣學校體育，鼓勵學童從小建立活躍及健康的生活方式。自2001年起，康文署推行學校體育推廣計劃，讓全港中、小學及特殊學校的學生可在學校參與多元化的體育活動，以培養學生對體育的興趣、鼓勵他們持續參與體育活動、提高體育水平，以及發掘有運動潛質的學生接受更高水平的訓練。現時全港已有九成學校參與有關計劃，共涵蓋47項運動項目，包括足球。

地區足球隊資助計劃

自2011/12球季開始，民政事務局（民政局）為18支參與足總各級聯賽的地區足球隊提供資助，以便提升球隊表現和管治水平，同時康文署一直為它們提供免費場地供訓練之用。地區足球隊在全港各區扎根，對香港足球的發展發揮正面的作用。在2019-20球季，民政局將向地區足球隊合共提供超過1,100萬元資助。

鳳凰計劃及五年策略計劃

鳳凰計劃的報告中列出足總在多個範疇須落實的工作，當中包括改善組織架構、行政管理和制定足球發展計劃包括青少年培訓。我們於2011-12年度至2013-14年度每年預留2,000萬元供足總落實鳳凰計劃內的多項建議。由2011年11月至2015年3月，我們就足總推行鳳凰計劃所提供的撥款共5,545萬元。及後，民政局於2015-16年度至2019-20年度為足總每年預留最多2,500萬元撥款，支持足總推行其制訂的五年策略計劃。五年策略計劃是在鳳凰計劃的基礎上，為香港足球的進一步發展提供了一個循序漸進的藍本。民政局的足球專責小組認為五年策略計劃能照顧到不同年齡組別的足球發展需要，有助香港培育具天分的本地足球員以及提升本港足球運動的水平。

足球場地

除了提供資助金，政府亦提供公共足球場以支持足球發展。現

時，康文署轄下有61個11人草地¹足球場、21個7人草地足球場及234個5人或7人硬地足球場，供市民進行足球活動。足總可優先預訂康文署場地並獲場租資助以舉辦訓練和賽事。在2019/20球季，康文署分配18個足球場予足總舉辦港超聯賽事和相關球會訓練。我們會繼續增建足球場及優化現有場地。

足總在民政局的政策支持下，向環境保護署租用於將軍澳堆填區一幅超過12公頃的土地發展足球訓練中心。該中心的建築費用由香港賽馬會慈善信託基金贊助，在中心內興建三個天然草和三個仿真草11人足球場、一個硬地五人足球場及相關配套設施，供香港隊進行訓練，亦可讓足總推行各項發展計劃及社區足球活動，以及開放予公眾和團體使用。足球訓練中心已於2018年8月開放予香港隊和球會使用，並於2019年3月開放予公眾使用。

此外，一些體育機構透過私人遊樂場地契約或短期租約形式租用政府土地興建及營運足球場，例如賽馬會傑志中心（傑志中心）、南華體育會、香港足球會和香港欖球總會。傑志中心為不同年齡組別人士提供足球訓練課程，並提供足球場予公眾人士租用²。香港足球會的仿真草場是足總甲組及乙組聯賽賽事場地之一，亦可供相關體育總會租用。香港欖球總會位於京士柏和天水圍的欖球場，在進行欖球訓練和比賽之餘，亦提供其場地予一些本地足球會（例如港超聯東方足球會）進行日常訓練。

- (b) 民政局於2011-12年度至2013-14年度每年預留2,000萬元供足總落實鳳凰計劃內的多項建議。民政局與足總的相關撥款文件
- (c) （只有英文）及須向民政局匯報的表現目標和指標載於附件一及二。在完成鳳凰計劃後，民政局於2015-16年度至2019-20年度每年預留2,500萬元供足總落實五年策略計劃。民政局與足總簽訂的相關撥款協議書（只有英文）及須向民政局匯報的表現目標和指標載於附件三及四。

足總於2015-16年度至2019-20年度的五年策略計劃已於今年三月底完成，受疫情影響，足總擬備下一個五年策略計劃的工作仍在進行中，稍後會提交董事局審議。當民政局收到五年策略計劃的正式文件，會盡快處理及諮詢足球專責小組。

¹ 草地足球場涵蓋天然草和仿真草足球場。

² 根據簽訂的租地協議，相關營運者必須預留部分設施時段予公眾租用。舉例而言，傑志中心已預留30%的設施時段予公眾租用。

- (d) 根據民政局與足總簽訂的五年策略計劃撥款協議書，以及康文署與足總簽訂的體育資助計劃撥款協議書，足總年度報告不屬須向民政局或康文署提交的文件。在過去五年，民政局及康文署沒有獲發足總的年度報告。據了解，足總年度報告是主要派發予足總會員，亦有上載至足總網頁供市民查閱。
- (e) 我們於立法會財務委員會審核民政局2020-21年度開支預算的HAB003答覆中，提供了政府於2017-18年度為足總預留的撥款金額為4,541萬元，而根據足總在該年度的實際支出而提供的撥款金額則約為3,867萬元。至於審計報告表31列出的政府資助金額，是以球季而非政府的財政年度作為計算基礎，而且是以足總的實際支出而提供的撥款金額，因此不能與民政局於HAB003答覆中所提供的預留撥款金額作直接比較。有關撥款金額的比較載於下表：

政府的撥款	在2017-18年度為足總預留的撥款金額(千元)	在2017-18年度為足總提供的撥款金額(千元)	在2017/18球季向足總提供的撥款金額(千元) ³
藝術及體育發展基金 (包括五年策略計劃的相關撥款)	25,742	22,489 ⁴	19,969
康文署體育資助計劃 ⁵	19,665	16,178	14,151
總計：	45,407	38,667	34,120

- (f) 民政局與足總就有關鳳凰計劃和五年策略計劃撥款設有表現指標和目標，以便監察足總落實兩個計劃的進度。這些表現指標和目標涵蓋足總在推動本地足球發展的具體措施，以及足總的組織架構及管治。

足總的組織架構

在推行鳳凰計劃之前，足總的組織架構包括董事局的組成和行政部門分工已沿用多年，與近年的足球專業發展和管治要求有差距。例如當時的董事局沒有獨立董事，而行政部門亦需要增

³ 我們沒有備存以球季計算的開支預算或實際提供的撥款金額，有關數字由足總提供。

⁴ 由於足總足球訓練中心延期落成，我們沒有向足總提供相關預留撥款。另外，足總就備戰2018年青奧林匹克運動會所需的撥款金額較我們根據足總撥款申請而預留的撥款金額少。

⁵ 包括康文署提供的場地費用資助。

加足球技術部門、財務管理、人力資源管理及市場和傳訊策略的人手。鳳凰計劃的報告參考了不同地區的足球發展情況，指出足總的組織存在弱點，需要改善組織架構，以更好地協調足球發展和改善專業水平。

鳳凰計劃的一個重要部分是要改革足總組織架構。在該計劃下，足總更新了其組織架構，成立了技術發展部以推動草根足球、女子足球和五人足球等方面的發展，以及開設27個職位，大部分為專業技術職位，包括行政總裁、港隊主教練、技術總監、機構管治總監、財務總監、草根足球經理、女子足球經理和五人足球經理，以更好地協調足球發展和改善專業水平。民政局由2011年11月至2015年3月就鳳凰計劃向足總提供共5,545萬元撥款，當中約4,800萬元撥款是用作開設27個職位。足總就民政局的撥款訂立了有關組織架構的目標（見附件二），並取得良好進展。

在鳳凰計劃完結後，足總訂定了五年策略計劃，更着重於照顧不同年齡組別的足球發展需要，為香港培育具天分的本地足球員以及提升本港足球運動的水平。民政局於2015-16年度至2019-20年度每年為足總預留2,500萬元撥款以推動五年策略計劃，其中共約9千2百萬元撥款（截至2020年3月）用以資助足總開設27個職位，包括鳳凰計劃資助開設的大部分職位、為加強市場推廣及傳訊開設2個新職位、以及為加強五人足球和裁判發展各開設1個新職位。這些資助職位為足總提供所需的行政和技術能力，以落實五年策略計劃。因應五年策略計劃的足球發展策略，足總就民政局的撥款訂立了33項表現目標和指標（見附件四），大部分涵蓋本地足球在多個範疇的發展，包括草根和青少年足球、女子足球、五人足球、教練培訓、球證和市場推廣。足總需於每半年向民政局提交報告，就撥款協議中的表現指標和目標匯報進度。此外，民政局與足總的五年策略計劃撥款協議訂明政府會進行中期檢討，以檢視五年策略計劃落實的進度，以及足總在達到策略計劃指標和目標的表現，作為評估撥款水平是否合適的參考。

我們按照撥款協議的規定，於2018年完成了足總五年策略計劃的中期檢討。檢討結果顯示足總在多個範疇的表現均有改善，包括管治及架構發展、足球課程、教練發展和裁判員發展。足總在足球普及發展值得讚許，草根和青少年足球、女子足球和五人足球各項計劃的參與人數均超越相關表現指標。不過，足總在個別事項上仍需改善，包括港隊表現、港超聯、與持份者的溝通和聯繫及依賴公帑資助。

足總的管治

政府有責任監管足總如何使用政府撥款，以確保公帑能得到適當及有效的運用。然而，足總是國際足協、亞洲足協和港協暨奧委會的成員，亦擁有獨立法人身分，有權完全自行管理本身的會務。我們認為政府不應亦不會插手管理或者直接干預足總的日常事務。足總的管理層負責執行足總的日常事務，而監督足總管理層是足總董事局的責任。

民政局就鳳凰計劃和五年策略計劃資助足總開設的一些個別職位，例如行政總裁和機構管治總監，目標之一是協助提升足總的管治水平。足總就民政局的鳳凰計劃撥款訂立的目標涵蓋提升管治水平，包括已採用了一套新的公司章程和新的董事局架構。足總就民政局的五年策略計劃撥款訂立了3項改善管治的表現目標和指標，包括達成在董事局選舉中安排選任最少4名與球會沒有聯繫的獨立董事及每半年檢討會章，並正逐步增加足總的會員數目以期達到目標。

另外，為確保足總善用就推行五年策略計劃所得的撥款，民政局與足總簽訂撥款協議。根據撥款協議，足總在運用撥款推行五年策略計劃時，須遵從協議的規定。足總必須容許政府及審計署不受限制地查詢、審查和審計有關撥款及其管理和管制程序的所有記錄及帳目，並須因應廉政公署及政府就防止貪污事宜給予的意見採取行動。此外，在有需要時，足總必須同意披露所有關於撥款的資料。足總亦須制定和遵守行為守則、會計程序指引和採購指引，以避免利益衝突和確保程序恰當。撥款協議亦要求足總每年向政府提交經執業會計師審計的周年帳目，以及下一年度的財政預算申請，並清楚列明各撥款項目細節。

- (g) 為確保公帑用得其所，良好機構管治是重要因素之一。為提升各體育總會（包括足總）的管治水平及運作透明度，民政局已撥備一筆為期5年，每年5百萬元的限時撥款，在2020-21至2024-25期間以進行檢討，檢視各體育總會的運作和內部監管機制。鑑於港協暨奧委會在體育界擔當的領導角色，以及各體育總會均為其會員，民政局已委託港協暨奧委會負責有關的檢討工作。

根據港協暨奧委會提交的建議書，他們將成立一個由獨立專業人士組成的義務督導委員會，負責監督有關的檢討工作。港協

暨奧委會將會聘請全職人員以便組成專責小組，負責處理有關檢討的實務工作，當中包括：

- (i) 檢視各體育總會的運作，包括審視其：
- 《章程細則》
 - 董事局的組成和選舉機制
 - 選拔運動員參加國際賽事的機制及其上訴機制
 - 申請作為會員的機制
 - 財務匯報和審計遵守的情況
 - 落實廉政公署所制定的《體育總會防貪錦囊—邁向卓越管治 共建專業體壇》內最佳做法的情況
 - 遵行《奧林匹克憲章》、國際奧委會《倫理規範》和港協暨奧委會《章程細則》的情況
- (ii) 擬備報告書闡述檢討結果和所提出的改善建議；
- (iii) 制定一套各體育總會須遵守的管治守則；
- (iv) 定期為體育總會現職或新委任負責人和職員開辦專題課程；
- (v) 落實改善建議及監督各體育總會遵守的情況；及
- (vi) 擬備年度報告書匯報檢討進度及改善建議落實的情況。
- (h) 由足總提供的足總董事局和委員會架構載於附件五，足總董事局成員名單載於附件六，足總的組織架構載於附件七，足總董事局轄下委員會的委員名單及會議常規載於附件八及九。

民政事務局局長

(鄭青雲



代行)

2020年6月1日

***委員會秘書附註：附件九並無在此隨附。**

政府總部
民政事務局

香港添馬添美道二號
政府總部西翼十二樓



GOVERNMENT SECRETARIAT
HOME AFFAIRS BUREAU

12TH FLOOR, WEST WING,
CENTRAL GOVERNMENT OFFICES,
2 TIM MEI AVENUE,
TAMAR,
HONG KONG.

本函檔號 Our Ref. : HAB/R&S 4012/46/137

來函檔號 Your Ref. :

電話號碼 Tel. No. : 3509 8124

傳真號碼 Fax No. : 2519 7404

17 May 2012

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

Dear Chairman,

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

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

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

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

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

Yours sincerely,



for Secretary for Home Affairs

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

Financial Support to the Hong Kong Football Association

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

Engagement of Staff or Consultancy Services

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

Monitoring and Control

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

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

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

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

Future Applications

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

Home Affairs Bureau

May 2012



HKFA

AFFILIATED TO FIFA & AFC IN 1954

THE HONG KONG FOOTBALL ASSOCIATION LIMITED

香港足球總會有限公司

Our reference: FIN-12-7

25 May 2012

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

Dear Miss Lai

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

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

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

Yours sincerely,



Chairman

All correspondence to be addressed to the General Secretary

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

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

「鳳凰計劃」
有關個別建議的進度檢討

	建議	狀況	取得的進展／意見
第1部份 - 管治架構和章程			
1.	<p>香港足球總會架構〔短期目標〕 香港足球總會將其影響範圍擴大，於未來總覽香港所有足球活動。香港足球總會的涵蓋面應包含業餘和職業水平之男子足球、女子足球，以及五人足球和小型足球運動。</p>	<p>已完成</p>	<ul style="list-style-type: none"> ● 香港足球總會（足總）已擴大其影響範圍，為各組別包括男子足球、女子足球、青少年足球和五人足球，提供更多活動項目。 ● 發展女子足球的責任已由女子足球總會轉交足總負責。
2.	<p>香港足球總會責任和涵蓋範圍〔短期目標〕 香港足球總會應有下列四個主要優先重點（三個為會外和一個為會內），並應集結所有人力和資源，同步發展及有系統地改進這些相互聯結、用以支撐卓越成就的支柱：</p> <ol style="list-style-type: none"> 1. 代表隊及精英足球員 2. 職業球會及聯賽 3. 所有基層足球發展、業餘聯賽和各級水平之路徑 4. 節約地，有實效地和有效率地運作，並且力求保持最高專業標準，以成為世界水平之機構 	<p>已完成</p>	<p>足總已採用一套合理的組織架構，使工作團隊能因應建議中訂明的範疇，各司其職。具體內容如下：</p> <ol style="list-style-type: none"> 1. 代表隊及精英足球員－足總已投放額外資源包括聘任主教練和代表隊行政經理，以及聘用額外全職助理教練，協助推動代表隊的發展。 2. 職業球會及聯賽－足總將於二零一四至一五球季開展香港超級聯賽（港超聯），並已聘用專責人員（如特別項目經理）負責監察和領導香港新聯賽的發展。 3. 各級水平的發展路徑－足總已委任一個新的技術團隊，例如基層足球經理和五人足球經理，負責推動基層水平的足球和業餘聯賽的發展，藉此為各級水平的足球活動創造持續發展的路徑。有關工作會由

	建議	狀況	取得的進展／意見
			<p>新設的足球發展總監負責監察。</p> <p>4. 成為理財有道、高成效和高效率的世界級機構－足總已採取新措施和實施新政策及制度，特別是有關財政及人力資源的措施，以改善其管治、理財紀律及營運效率。（見下述第 11 至 17 項建議）</p>
<p>3.</p>	<p>香港足球總會規章〔短期目標〕</p> <p>香港足球總會將編纂、通過和實施一套新的憲制文件（大綱及章程、規則），以完全符合亞洲足球和國際足球規章，以及令足總內部“行政”，“立法”和“司法”職能分立。</p>	<p>進度良好</p>	<ul style="list-style-type: none"> ● 足總已採用一套新的章程，並正檢視其他章程文件，以期符合亞洲足球協會（亞洲足協）和國際足球協會（國際足協）的規章及其他相關規定。足總期望在二零一五年第二季完成有關工作。
<p>4.</p>	<p>香港足球總會董事局〔短期目標〕</p> <p>香港足球總會通過及採用一個新的董事局架構，這包括下列規定：</p> <ol style="list-style-type: none"> 1. 若干數目不具投票權的名譽董事職位，包括一位“永遠會長”和若干“永遠副會長” 2. 一名獨立的“主席” 3. 三名具投票權的球會代表“執行董事” 4. 四名具投票權的“獨立非執行董事”（須與球會沒有直接關係） 5. 其中一名董事將被任命為“司庫” 6. “行政總裁”為一位具投票權的當然成員 7. 董事局有權任命若干數目的“特別顧問” 8. “主席”和“董事局成員”每次任期為四年 	<p>部分完成</p>	<ul style="list-style-type: none"> ● 建議的董事局架構獲得採用並作出幾項修訂，例如行政總裁不具投票權，以免董事局進行表決時行政總裁方面可能出現利益衝突。現時董事局有三名獨立非執行董事，並非四名，而額外一名獨立非執行董事會在二零一五年選出。 ● 各常設委員會（以及其他小組委員會）經已按照建議成立，並已委任外間專才提供意見。 ● 三名獨立董事分別出任法律、裁判和組織及發展委員會的主席。當第四名獨立董事選出後，足總會分配特定職責予該名董事。 ● 足球專責小組已建議足總增加董事數目（包括獨立董事），以便進一步加強董事局的架構。足總會在二零一五年的選舉後委任一名額外的獨立董事。

	建議	狀況	取得的進展／意見
	<p>(“行政總裁”為常設職位，故不包括在內)</p> <p>9. 非足球董事最多可以任職兩任，而足球董事則最多可以任職三任</p> <p>10. 三個常設委員會，以及若干數目的技術性質小組委員會</p>		
5.	<p>香港足球總會之會員制度〔短期目標〕</p> <p>目前香港足球總會的會員制度，將分階段被一個全新及有更有廣播代表性的香港足球總會“議會”(Assembly)代替。該“議會”當中將包括球會(職業及業餘)、地區、以及經由申請程序及清晰地展示其能遵守既定準則的其他“附屬”持份者。</p>	有一定的進展	<ul style="list-style-type: none"> ● 足總已成立一個內部工作小組以擬訂新會員制度的內容。該小組已舉行多次會議，並已向足總董事局提交進展報告。足總董事局原則上已通過增加會員數目。足總已訂下目標，期望在二零一五年年中會有80名會員(現時共有53名會員)。
6.	<p>與足總“行政”部門關係〔短期目標〕</p> <p>當新的組織架構(見下述建議11)成功推行後，董事局同意制定一個“授權目錄”(Schedule of Delegation)，賦予足總行政部門權力以執行已獲董事局批准的策略及業務計劃。</p>	已完成	<ul style="list-style-type: none"> ● 足總已設立新的組織架構，並已完成聘任重要人員。 ● 足總現正採用授權制度，賦予行政總裁適度的權力。
第2部份 - 願景、策略和業務規劃			
7.	<p>願景和使命〔短期目標〕</p> <p>香港足球總會同意這個新的願景聲明，並將有關訊息有效地作內部傳遞，以及廣泛地傳達予外間。</p>	大致完成	<ul style="list-style-type: none"> ● 足總董事局已通過願景聲明。 ● 現正按照國際足協和亞洲足協等主要相關機構的回應，修訂新擬的「五年策略計劃(二零一五至二零二零年)」。足總會於二零一四年第三季就最後修訂版本進行正式溝通工作。
8.	<p>策略和業務規劃〔中期目標〕</p>	已完成	<ul style="list-style-type: none"> ● 足總各部門會在年度財政預算期間就資源規

	建議	狀況	取得的進展／意見
	香港足球總會每個部門／職能部份每年編製業務及財務計劃，當中反映出董事局於願景及策略所列出之優先重點。計劃應列明達至指定及可衡量成果所需的資源。		劃擬備年度計劃，以期達致各自的工作目標。
9.	日常決策〔中期目標〕 香港足球總會應強化秘書處，並通過一個清晰的“授權目錄”，賦予其權力於董事局已經議決的政策和策略框架內，作出日常決策。	已完成	<ul style="list-style-type: none"> ● 足總現正採用授權制度。足總已新聘多名「支援服務」人員，包括機構管治總監，藉此加強秘書處的人手。
10.	領導和方向〔短期目標〕 香港足球總會委任一名有經驗的“行政總裁”，作為有投票權的董事局成員。	大致完成	<ul style="list-style-type: none"> ● 足總已委任一名行政總裁，但他在董事局不具有投票權（見上文第4項建議）。
第3部份 - 組織事宜			
11.	組織架構〔短期目標〕 香港足球總會通過及有系統地實施一個新的組織架構，使其能根據“發展與實踐”(Develop - Deliver)報告中所列，有關香港足球總會新的管治架構、涵蓋範圍和策略相稱及連成一體。新的組織架構應建基於： <ol style="list-style-type: none"> 1. 委任具高水平和有適當經驗的“行政總裁” 2. 設立四個理事部(Directorate)，分別為1)技術、2)商業、3)內部財務和行政、以及4)足球行政管理 3. 當策略獲得通過，以及獲取資助後，盡快為每一個理事部聘任總監(Director) 4. 強化“技術部”，透過專職“發展經理”(精英、教練、裁判、青年和基層、女子、五人足球 	已完成	<ul style="list-style-type: none"> ● 新的組織架構已經實施，並已完成聘任重要人員的工作： <ol style="list-style-type: none"> 1. 已委任行政總裁、財務監督及新的香港代表隊教練； 2. 已成立技術理事部，成員包括基層足球經理、女子足球經理、五人足球經理及教練培訓經理；以及 3. 已分別為四個理事部委任主管，包括商業、內部財務與行政、市場推廣與機構管治。 ● 足總亦已聘任主要的支援人員，並為各個項目（例如利用鳳凰計劃撥款發展足球訓練中

	建議	狀況	取得的進展／意見
	<p>／小型足球)和十八個“社區發展主任”於地區層面的工作，負責將各層面足球運動的發展計劃實踐</p> <ol style="list-style-type: none"> 5. 為實踐策略所需，聘任其他重要支援人員 6. 能就特殊計劃和角色委任外間專才顧問 7. 以明確目標，用有期限合約形式聘任新的“香港代表隊領隊／教練” 8. 立即聘任一位“財務監督”(Financial Controller) 		<p>心)委任外間專才顧問。</p>
12.	<p>財務管理〔短期目標〕</p> <p>作為達至卓越的第四條支柱，香港足球總會立即處理其於財務管理和監控工作上的弱點，這包括：</p> <ol style="list-style-type: none"> 1. 立即聘任一位“財務監督” 2. 設立新的“財務和行政部” 3. 引入有實效的系統(硬件和軟件)和程序(工作模式)，包括發展一套詳細程序手冊，當中有可供修改及通過的清晰規條。此文件應包含所有香港足球總會的活動，並應嚴格執行，以確保能夠維持良好的工作操守 	<p>已完成</p>	<ul style="list-style-type: none"> ● 足總已大幅改善其財務管理、成效和效率。足總已採用更嚴格的理財制度，以及制訂財務程序手冊(已參考外間公司畢馬威會計師事務所提供的意見)，並持續作出更新。足總又已制訂相關的制度和程序。 ● 已委任財務監督，隸屬於機構管治總監。
13.	<p>人力資源管理(一般)〔中期目標〕</p> <p>香港足球總會要成為人所共選的僱主，並採用最高標準去管理其人力資源。這應該包括在“財務和行政部”內任命一位人力資源經理，負責員工的招聘、培訓、發展、留任和紀律。</p>	<p>已完成</p>	<ul style="list-style-type: none"> ● 已委任人力資源經理。 ● 正推行人力資源措施，包括制訂薪酬基準、員工手冊及表現評核制度。
14.	<p>團隊簡報〔長期目標〕</p>	<p>已完成</p>	<ul style="list-style-type: none"> ● 管理團隊和員工每周會舉行會議，亦會每周

	建議	狀況	取得的進展／意見
	香港足球總會內各層級之間要有經常對話，董事局和高層管理團隊的訊息，可以定期地透過正式和非正式溝通渠道，有效地下達至所有員工。		作出團隊簡報。
15.	持續專業發展〔長期目標〕 香港足球總會應給予所有僱員（目前和未來）職位工作說明(job descriptions)，描述他們的工作角色及當前的工作優先重點，以及他們會接受定期評估，以確定其培訓需求。新的香港足球總會應以表現和最高誠信為基礎，將發展人力資產作為首要優先重點。	已完成	<ul style="list-style-type: none"> ● 已訂立鳳凰計劃下各職位的職責說明，並已妥為記錄在案。 ● 定期進行員工表現評核，並定期評估員工的培訓需要。
16.	員工薪酬〔中期目標〕 為受聘於香港足球總會員工的工資、薪金和福利進行檢討，並以其他類似規模的國家級體育總會作為基準，期望能確保招募和留住有高才幹的員工。	已完成	<ul style="list-style-type: none"> ● 已設有薪酬檢討機制，確保參照其他規模相若的「體育總會」釐定員工的工資和福利。
17.	系統與資源〔中期目標〕 四個理事部就所有系統、程序和工作方法進行檢討，並且依據“授權目錄”（建議6）作為基礎，建立新的制約協定，以反映新願景與策略的優先重點。購買額外的硬件和軟件，以精簡工作和確保香港足球總會科技現代化。	已完成	<ul style="list-style-type: none"> ● 足總已為內部管治、比賽、技術發展及其他主要功能制訂相關的制度、程序和守則，並定期進行檢討。 ● 國際足協已向足總發放為數10萬美元的一筆過資助金，以供推行正在研發的新綜合管理系統。
18.	公共關係〔短期目標〕 在新的“商務總監”負責主理下，拓展新的市場和傳訊策略，更大強調和所有持份者，以及特別是傳媒，發展良好的工作關係。	部份落實	<ul style="list-style-type: none"> ● 已聘任主要人員，並已與各持份者建立工作關係。市場推廣及傳訊團隊已按照足球專責小組的建議重組，確保更能專注處理有關市場推廣和公共關係兩個範疇各自的工作。 ● 足總已為新的港超聯擬訂市場推廣策略，不但贊助有所增加，並已為港超聯找到一個冠名贊助商。此外，亦已委任一名外間市場伙

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19.	<p>工作環境〔長期目標〕</p> <p>為現時香港足球總會總部進行翻新和重新規劃，以創造一個更佳的工作環境，並能顯現出新的組織架構。若然興建足球訓練中心的計劃得以實現，應考慮將香港足球總會全部或部份（“技術部”）搬遷至該址。</p>	<p>已完成</p>	<ul style="list-style-type: none"> ● 伴，協助足總進一步開拓商業收益。 ● 足總應繼續加強市場推廣及公共關係的工作，並制訂具體和量化的目標和指標。 ● 足總的新辦公室設施由國際足協撥款贊助，已於二零一四年四月二十四日正式投入運作。 ● 足總打算日後把技術理事部遷往足球訓練中心。
第4部份 - 提高足球水平			
20.	<p>“發展與實踐”的預算〔短期目標〕</p> <p>香港足球總會原則上同意把列於“發展與實踐”內的預算作為香港足球總會轉變和提昇香港足球運動的藍本。</p> <p>與投放資金的伙伴展開商討，以確保獲得所需的額外資金。</p> <p>所得額外資金是直接關連到達至指定成果和成效之上。</p> <p>“行政總裁”於每年準備的年度財務計劃內，檢討資金需求程度和目標，並且交董事局審批。這亦會被用作日後與資金伙伴商討的基礎。</p>	<p>已完成</p>	<ul style="list-style-type: none"> ● 每年因應不同情況擬備和批准預算。 ● 按照足球專責小組建議，任何可能用以協助足總推行「五年策略計劃」的額外公帑資助，都會與特定的目標及指標掛鉤。
21.	<p>香港代表隊〔短期目標〕</p> <p>新的“技術部”會負責主理投放於培訓和發展香港代表隊的額外資源。</p> <p>“技術部”、“香港代表隊領隊／教練”和職業球會</p>	<p>已完成</p>	<ul style="list-style-type: none"> ● 足總已為代表隊提供額外資源，例如委聘主教练、代表隊行政經理及額外的全職助理教練。

	建議	狀況	取得的進展／意見
	<p>之間建立良好關係，在造成最少影響的情況下解決矛盾、以及依據國際足協有關“國家與球會”的規例為主。</p> <p>如獲建造，承諾使用足球訓練中心。</p>		
22.	<p>新職業（超級）聯賽〔短期目標〕</p> <p>香港足球總會原則性通過發展新職業“超級”聯賽，並且立刻籌組董事委員會／工作小組監督其實行。新聯賽應有以下基礎：</p> <ol style="list-style-type: none"> 1. 目標於2012/13球季開始，而香港足球總會首要任務是成立工作小組 2. 2011/12球季將被視為中轉站，如更改聯賽模式等，以過渡至新聯賽 3. 目標隊數是12，而至少數目是10隊。開始時最多14隊，然後逐年檢討 4. 首兩個季不設降班制度，以容許球隊鞏固基礎，並鼓勵升班 5. 首屆聯賽設申請／發牌制度，參賽準則參照亞洲足協要求標準 6. 2011/12球季球隊將獲得新聯賽優先參賽權，但必須通過參賽標準 7. 透過與地區合作，確保主場場地 8. 賽制模式要令賽事更有刺激性和可觀性，包括進行更多比賽 9. 至少達到某個數量的職業球員(16名，包括全隊計和上場計之3 + 1非本地球員)，以及最低薪酬 	<p>進度良好</p>	<ul style="list-style-type: none"> ● 隨著港超聯於二零一四／一五年度球季推出，建議內的事項大多已付諸實施。足總已獲中銀集團人壽以港超聯冠名贊助商的身分提供贊助。 ● 已實施發牌制度，確保各球會的管治透明和穩健，同時促進青年發展。發牌規定亦會逐步與亞洲足協的規定看齊。 ● 足總希望在適當時候使港超聯成為獨立的法律實體。成立職業足球員的工作仍在進行中。

	建議	狀況	取得的進展／意見
	<p>10. 創立“職業足球員會”，以照顧足球員福利</p> <p>11. 承諾使用擬議中的足球訓練中心作為訓練基地和精英中心(除非另有其他合適設施可供使用)</p> <p>12. 為聯賽尋找主要贊助商，以及最終能安排到各項轉播權</p> <p>13. 若在實施嚴緊規例監控下，考慮容許博彩本地足球</p> <p>14. 聯賽是在香港足球總會主理下成立，目標於2014/15球季成為一個獨立法律實體</p> <p>15. 新的聯賽在香港足球總會的財務計劃內有獨立的損益表</p>	<p>進度良好</p>	<ul style="list-style-type: none"> ● 正逐步落實對足球發展活動及計劃的改革。 ● 每個港超聯球會必須設立和營運青年學院 (Youth Academies)，青年學院會相應地按照每個年齡組別參與學院聯賽（青年學院將取代「預備組」聯賽）。所有港超聯球會均有制訂青年發展計劃，並組隊參加足總青少年聯賽。部分球會與區議會合作，共同推展有關工作。 ● 足總在二零一四／一五年度球季改變青少年聯賽的形式，以確保比賽更具競爭性，並讓表現較佳的球員進步更快。 ● 已檢討盃賽的參賽球隊事宜。高級組銀牌賽繼續只供超級聯賽球會參賽。足總盃現設有初賽，讓較低組別的队伍參加。在二零一四／一五年度球季將引入新的聯賽，優勝隊伍可進入球季季尾的聯賽決賽，而得勝者更
<p>23.</p>	<p>香港足球結構〔短期目標〕</p> <p>香港足球總會改革顧問建議在香港足球發展的結構上，考慮作出基本性檢討。隨著新職業聯賽的發展，構思計劃以分階段逐步引進下列安排：</p> <p>1. 當新的“香港超級聯賽”成立時，即2012/13年度，現時的乙組，丙a組和丙b組聯賽會被新的甲組及乙組代替。它們將沒有年齡限制，並於初期獲得香港足球總會提供“種籽”資金，以確保可持續性。超級聯賽、甲組和乙組共同組成“香港足球聯賽”。儘管“超級聯賽”於初期不設降級制度，但最終各組別之間應有自由流動。每個組別的規例應清晰地和一致地執行，更改時需要全數香港足球總會會員通過。香港足球總會將負責組織和管理“香港足球聯賽”。</p> <p>2. 每支“超級聯賽”隊伍必須符合亞洲足協的標準，並且經營13歲至18歲青少年分齡組別的“青</p>		

	建議	狀況	取得的進展／意見
	<p>年學院”(Youth Academies)。每個年齡組別均進行“學院聯賽”。“超級聯賽”球會的“青年學院”將取現時的“預備組”聯賽。</p> <p>3. 檢討現有盃賽賽事。例如“超級銀牌”只供超級聯賽球會參加；“香港聯賽盃”則開放予“香港足球聯賽”各組別參加；而“香港足總盃”就公開讓所有附屬於香港足球總會的球隊參加（見下文）（超級聯賽隊伍在較後圈次比賽加入）。</p> <p>4. 應鼓勵其他聯賽，例如“友誼足球聯賽”，加入“附屬”於香港足球總會，成為足球“大家庭”的一部份。附屬球會可申請擁有認可地位（須符合最低標準）。這“牌照”將賦予它們獲得如訓練支援和建議等好處。最終這些業餘足球聯賽隊伍應該可獲升級至香港足球聯賽乙組的機會。</p> <p>5. 區議會應將資源投放於青年發展，而不是目前的甲組，乙組，丙 a 組和丙 b 組隊伍之上。每一區應有由 9 歲以下到 18 歲以下的單一年份分齡組別，而所有分齡組別都應該有各自的聯賽。每支隊伍約為 16 人，每年需要進行挑選及評估程序。</p> <p>6. 香港足球總會應該為商業足球學校建立一套登記和認證制度。</p>		<p>可直接進入亞洲足協盃賽事。</p> <ul style="list-style-type: none"> ● 所有年齡組別的地區青年隊伍均可參與足總相應年齡組別的聯賽賽事。 ● 有關計劃訂立球會和商業足球的認證及附屬制度一事，預期會在二零一五／一六年度球季準備就緒。
24.	<p>足球發展〔短期目標〕</p> <p>香港足球總會通過“發展與實踐”報告中所備有的足球發展計劃，並由新的“技術部”實行。</p> <p>大幅增加足球發展基金，直接將額外資源投放到代表隊、地區青年隊、基層足球發展計劃、教練培訓、職員發展。</p>	進度良好	<ul style="list-style-type: none"> ● 技術發展部已檢視了足球發展計劃。現時有更多青少年（包括男女）透過足總參與足球運動。 ● 香港十六歲以下足球代表隊首次晉身亞洲足協錦標賽決賽周。 ● 足總已聘請一名教練培訓經理，負責在基層

	建議	狀況	取得的進展／意見
	<p>以短期顧問形式任命一名裁判“主管”，規劃裁判員訓練課程和發展計劃，然後於“技術部”內推薦人選負責裁判部份的招聘，留用和培訓工作。</p> <p>多加重視各個層面（由精英到基層）的足球發展和投入更多資源，涵蓋男子、女子、以至五人足球和小型足球的參加者。</p> <p>以“成果管理”方式發展足球，設定年度目標和作定期檢討。</p>		<p>足球發展項目推行期間，監督已改良和較統一的訓練方法。</p> <ul style="list-style-type: none"> ● 現正利用康文署提供的額外撥款，推行其他新增計劃。 ● 已委任一名全職的裁判經理，以協助處理增聘裁判、裁判培訓和正式評核裁判表現的事宜。
25.	<p>代表隊球員入選資格〔中期目標〕</p> <p>香港足球總會探討雙重國籍的相關入境政策規定，並檢討代表隊/集訓隊球員入選資格政策。</p>	<p>已完成</p>	<ul style="list-style-type: none"> ● 足總已就在港工作的球員的入選資格進行檢討，結論是代表隊球員的入選資格大致上清晰，並一直獲得遵行。
26.	<p>國家級足球訓練中心〔短期目標〕</p> <p>香港足球總會確認成為發展和未來使用足球訓練中心的主要伙伴，並認同該足球訓練中心是未來成功之基礎、以及獲提供專用設施為關鍵所在。</p>	<p>有一定的進展</p>	<ul style="list-style-type: none"> ● 由於預料政府將會推出活化已修復堆填區資助計劃，因此足總已聘請顧問負責修訂訓練中心的發展計劃，有關方案已經備妥。
27.	<p>新國家球場〔長期目標〕</p> <p>香港足球總會確認參與興建新國家球場，並就其發展提供適當支持。</p>	<p>有一定的進展</p>	<ul style="list-style-type: none"> ● 足總已就啟德體育園區的發展事宜，向政府提出意見及回應。
28.	<p>社區設施〔短期目標〕</p> <p>香港足球總會了解到香港足球現時缺乏良好和足夠的設施，並承諾與合作伙伴，特別是政府(中央及地區)，發展提昇足球設施。尤其是同意與民政事務局、康文署及區議會合作，支持建立一個新的職業聯賽，當中涉及主場場地的分配。</p>	<p>進度良好</p>	<ul style="list-style-type: none"> ● 足總在場地編配方面，與政府保持緊密聯繫和合作。 ● 港超聯每支球隊已獲編配一個主隊場地。 ● 「五年策略計劃」載有關於發展足球設施的詳細建議。 ● 發展足球設施的事宜需視乎政府的工務計劃

	建議	狀況	取得的進展／意見
	香港足球總會要求政府考慮發展一套場地使用分級制度，讓若干類別足球活動獲使用量保證，並就各層面之使用量定出配額。		而定，而政府實施工務計劃時會一併考慮其他公共設施的發展需要。
29.	<p>球員地位和福利〔短期目標〕</p> <p>透過成立新的“職業聯賽”，香港足球總會逐漸地及有系統地提升職業球員地位。為“青年學院”及年資較深的球員提供教育計劃，乃為新的“職業聯賽”參賽資格準則的一部份。</p> <p>作為新的“職業聯賽”其中一部份，同意制定最低薪酬，並作定期檢討。</p> <p>作為新的“職業聯賽”其中一部份，香港足球總會成立“職業足球員會”，最終讓其成為獨立個體，而其功能為照顧現任及前任球員的福利和培訓。</p>	進度良好	<ul style="list-style-type: none"> ● 全新的港超聯在二零一四／一五球季推出，並以發牌制度為基礎，當中對球員合約和醫療保險等福利事宜，以及品格操守的培訓均十分重視。 ● 足總已就成立職業足球員工會一事，與國際職業球員協會會面和與亞洲足球協進行討論。
30.	<p>中國聯賽〔長期目標〕</p> <p>在可預見未來暫延考慮派出以香港作為基地的足球隊參與中國足球聯賽。惟到了時機成熟時，香港足球總會將與亞洲足球國際足協就有關“香港聯隊”參加中國聯賽一事展開對話。然而大前提是球隊不能因此轉移其對新職業聯賽的興趣和損害到香港及代表隊的成功。</p>	有一定的進展	<ul style="list-style-type: none"> ● 足總一直就有關事宜，定期與中國內地的對口單位和亞洲足球協進行對話。
31.	<p>合作夥伴〔短期目標〕</p> <p>為了實現“發展與實踐”報告中所主張的轉變，香港足球總會意識到其必須與不同的持份者合作，這可以透過以下促成：</p> <ol style="list-style-type: none"> 1. 新的香港足球總會“議會”要有更廣泛的代表性 	有一定的進展	<ul style="list-style-type: none"> ● 足總現正為新的「足總議會」制訂架構。 ● 足球專責小組成員建議足總應尋求改善與各球會的關係，以及與更多贊助商合作。 ● 足總於二零一一年任命三名獨立非執行董事。在二零一五年，足總會按專責小組的建

	建議	狀況	取得的進展／意見
	<p>2. 額外的獨立“董事局成員”</p> <p>3. 整體地代表這運動，透過球隊和球員的歸屬而發展出一個足球“大家庭”</p> <p>4. 就足球發展的倡議，與其他伙伴及持份者攜手合作</p> <p>5. 依據資助協議，實踐既定的目標成果</p> <p>6. 每年舉辦足球論壇/會議</p> <p>7. 更好的市場策劃、傳訊和公關工作</p>		<p>議，再額外任命一名獨立董事以加強管治。</p> <ul style="list-style-type: none"> 任何有助落實「五年策略計劃」的公帑，均須與特定和可量化的指標掛鉤，並正式載入撥款協議內。
32.	<p>目標和成功指標〔中期目標〕</p> <p>香港足球總會採納“發展與實踐”報告中所主張的成果，作為轉變成功和香港足球發展水平已被提升的量度起點。</p> <p>對這些目標進行監控，每年作出報告和檢討，以作週期性機構業務規劃的一部分。</p>	已完成	<ul style="list-style-type: none"> 足總已採納「發展與實踐」報告所載的成果。 足球專責小組會定期檢討落實「發展與實踐」報告建議的進度，亦會不時與民政事務局檢討推行「鳳凰計劃」的進展情況。足總須就撥款的運用每年提交建議方案，供足球專責小組審議；以及就「鳳凰計劃」的推行進度，向民政事務局提交季度報告。 現階段尚有部分建議仍在進行中。有些建議的本質是須持續進行的，例如與各持份者改善溝通等。振興本港足球運動是長期的工作，正如足球專責小組成員所言，部分建議實際上不能在三年內全面落實。
33.	<p>未來路向〔短期目標〕</p> <p>香港足球總會通過“發展與實踐”報告中的建議及推行計劃。</p> <p>香港足球總會就此策略與所有持份者作出諮詢，並與資金合作伙伴，特別是政府，進行建設性對話，以改</p>	已完成	<ul style="list-style-type: none"> 足總已通過「發展與實踐」報告中的建議和推行計劃，並已落實大部分內容。 足球專責小組會定期檢討「鳳凰計劃」的推行進度。

	建議	狀況	取得的進展／意見
	<p>變現行政策。 香港足球總會就行動計劃定期檢討進展。</p>		

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

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

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

IT IS HEREBY AGREED as follows : -

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

THE PARTIES HEREBY agree to the following : -

Grant Period

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

Relationship of the Parties

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

Payment of Grant, Budget Submission, etc.

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

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

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

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

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

Bank Accounts

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

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

Other Donations and Sponsorship

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

Reporting Obligations

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

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

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

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

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

Approved Establishment

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

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

Annual Budget

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

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

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

Evaluation and Monitoring

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

Grantee's Warranties and Undertakings

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

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

Corruption Prevention, Personal Data and Internal Control

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

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

12. The Grantee hereby –

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

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

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

Assignment, Sub-contracting and Transfer

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

Insurance

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

Indemnity

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

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

Termination

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

(iii) The Grantee shall not be eligible to use the unspent balance of the Grant and shall forthwith return such balance to the Government.

(b) The rights of the Government hereinabove are in addition to and without prejudice to any other rights the Government may have whether against the Grantee directly or pursuant to any indemnity.

(c) Any termination of this Agreement howsoever occasioned shall not affect any accrued rights or liabilities of either party.

(d) The Grantee shall be liable for all expenses necessary incurred by the Government as a result of the termination of this Agreement.

20. The remedies available to the Government in this Agreement and the Government's rights under Clauses 3(e), 3(g), 3(h), 3(i), 15(c), 16(b), 16(c), 16(e), 16(f) and 19 shall survive the expiry or termination of this Agreement and the Government may seek any remedy and exercise any such right upon any breach committed by the Grantee or discovered by the Government before or after the expiry or termination of this Agreement. Any money due and payable to or demanded by the Government under this Agreement may be deducted from any money payable by the Government to the Grantee under this Agreement or any other agreement, in any form, made between the Government and the Grantee in the past, present or future. Any money due and payable to or demanded by the Government under any previous agreement in any form of Government subvention may be deducted from any money payable by the Government to the Grantee under this Agreement.

21. Should the Grantee have a legitimate reason to terminate this Agreement, the Grantee shall make an appropriate submission in writing with full justifications, including a plan to show how the balance of the Grant is to be repaid to the Government for the Government's approval three (3) months before the proposed termination date.

Conflict of interests

22. (a) The Grantee shall during the term of this Agreement:-

(i) ensure that it (including its associates and associated persons, each of its, office-bearers or employees, each sub-contractor, and their associates and associated persons) shall not undertake any service, task or job or do anything whatsoever for or on behalf of any third party (other than in the performance of this Agreement) which conflicts, or which may be seen to conflict, with the Grantee's duties to the Government under this Agreement, without prior written approval of the Government; and

(ii) forthwith notify the Government in writing of all or any facts which may reasonably be considered to give rise to a situation where the financial, professional, commercial, personal or other interests of the Grantee or its associates or associated persons, or any of the Grantee's sub-contractors or any of the Grantee's, office-bearers or employees, or their associates and associated persons, conflict or compete, or may conflict or compete, with the Grantee's duties to the Government under this Agreement.

(b) The Grantee shall carry out the Plan on an impartial basis without giving favour to any particular product, service or equipment in which the Grantee has a commercial interest.

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

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

Notice

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

To the Grantee:

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

Fax Number : (852) 2768 8825

To the Government:

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

Fax Number : (852) 2519 7404

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

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

Variation of Contract

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

Entire Agreement Clause

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

Severability

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

Time of Essence and Waiver

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

Governing Law and Jurisdiction

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

Definitions and Interpretation

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

“associates” in relation to any person means:-

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

“associated person” in relation to another person means

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

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

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

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

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

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

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

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

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



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

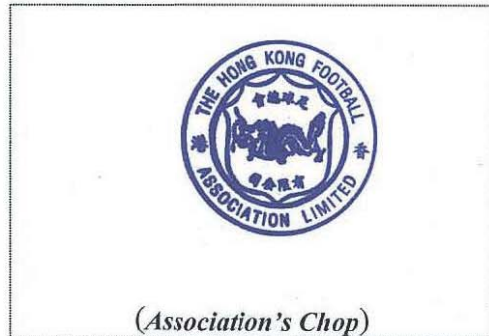
SIGNED for and on behalf of the
Hong Kong Football Association Limited



Chairman



(HAB's Chop)



(Association's Chop)

in the presence of



Assistant Secretary
(Recreation and Sport)²
Home Affairs Bureau

in the presence of



Chief Executive Officer

Aiming High – Together

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

Executive Summary

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

Aiming High – Together - A Vision

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

Aim of the HKFA Football Development Strategy:

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

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

Introduction - Recent Improvements as a catalyst for development

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

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

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

Aiming High - Together - Prerequisites for Success

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

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

Aiming High - Together - Existing Constraints

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

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

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

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

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

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

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

Aiming High - Together - Ten Key Goals

Through the implementation of this plan we aim to:

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

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

Aiming High – Together – 18 Key Targets and Performance Indicators

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

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

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

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

Football Development Systems and Structures

'Game Changers'

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

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

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

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

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

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

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

Key Recommendation:

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

Game Changer 2 - Consistent Player Development

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

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

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

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

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

Key Recommendations:

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

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

Grassroots Football

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

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

Key Recommendations:

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

Youth Development

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

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

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

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

Key Recommendations:

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

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

Talent Identification and Development

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

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

Key Recommendations:

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

'High Performance' Football

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

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

Key Recommendations:

Representative Teams

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

'Testing, Training and Caring'

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

Player Eligibility

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

Links with Education

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

Game Changer 3 – Professional Football

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

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

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

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

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

Key Recommendations:

HKFA Premier League

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

Youth Development

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

Game Changer 4 - Women's Football

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

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

Key Recommendations:

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

Game Changer 5 - Futsal

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

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

Key Recommendations:

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

Game Changer 6 - Leagues and Competitions

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

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

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

Key Recommendations:

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

Game Changer 7 - Player Education and Welfare

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

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

Key Recommendations:

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

Game Changer 8 - Coaching and Coach Education

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

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

Key Recommendations:

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

Game Changer 9 - Refereeing and Officials

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

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

Key Recommendations:

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

Game Changer 10 - Football Facilities

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

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

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

Key Recommendations:

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

Game Changer 11 - Integrity and Equality

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

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

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

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

Key Recommendations:

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

Game Changer 12 - Resources

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

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

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

Key Recommendations:

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

Conclusion

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

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

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

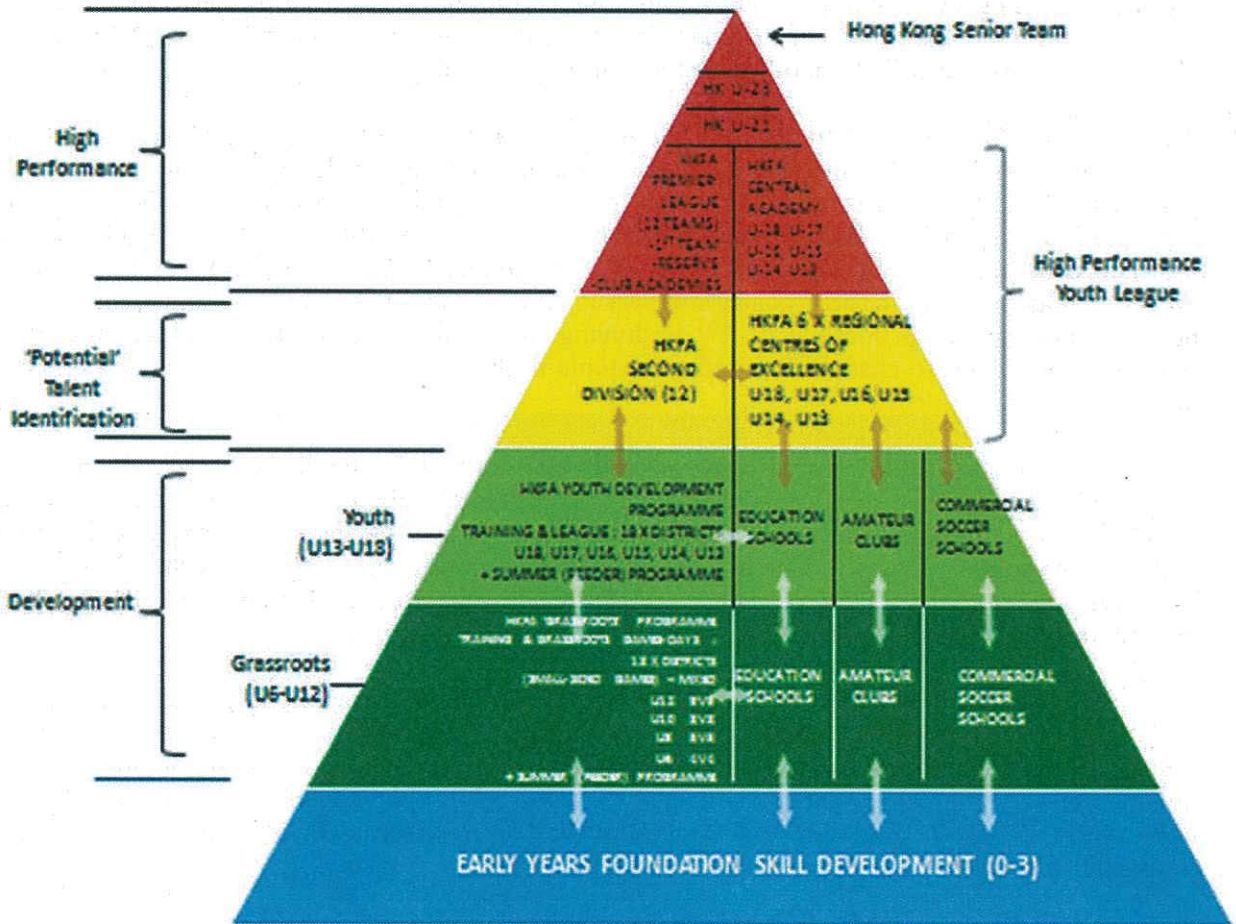
This plan has highlighted the constraints and roadblocks that are holding back the development of football at all levels and has identified the changes that are necessary to transform the sport in Hong Kong. The main challenges relate to funding, facilities, systems and skilled personnel including good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

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

Annex 1



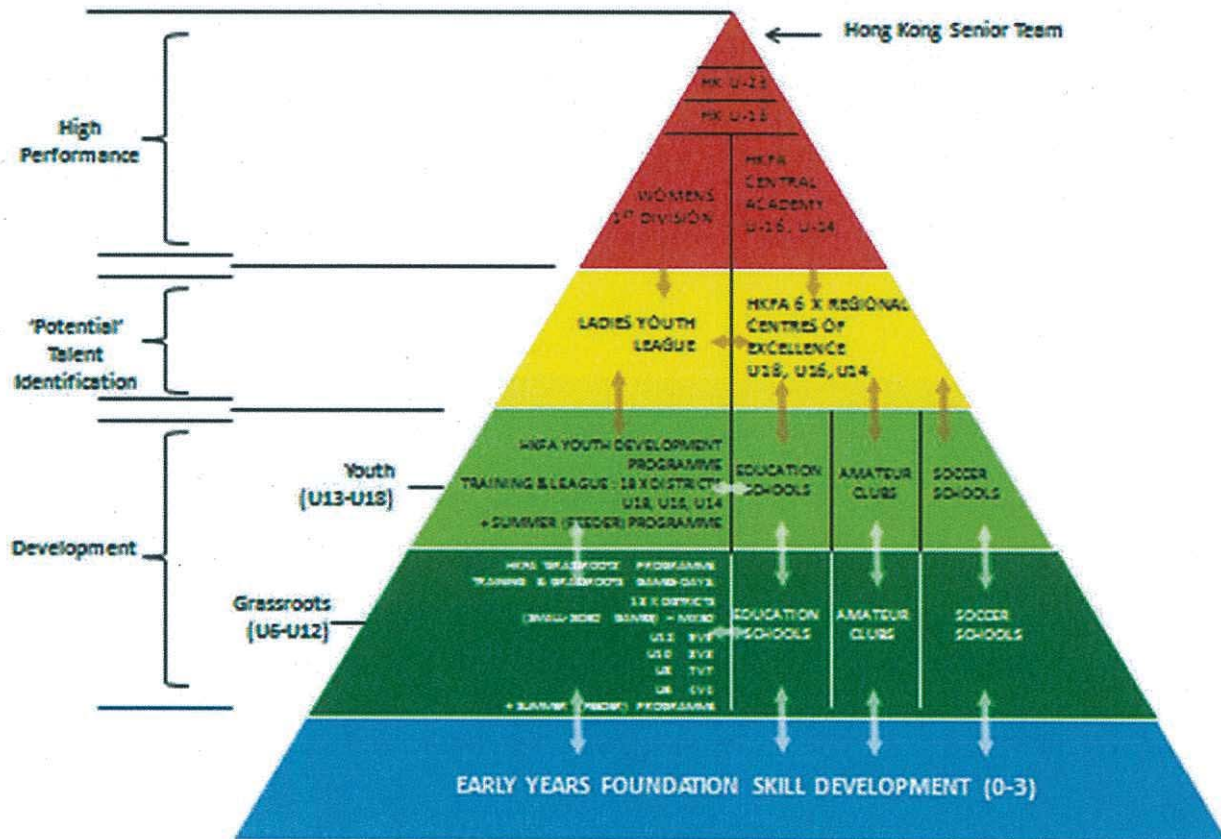
**HONG KONG FOOTBALL DEVELOPMENT
- PYRAMID AND PATHWAYS (BOYS AND MEN)**



Annex 2



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



Performance Targets and Indicators

A. Performance Targets

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

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

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

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

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

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

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

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

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

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

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

- (f) Introduce representative age group teams for girls and women by 2017.

- (g) Increase the number of participants in the Grantee's futsal programmes as per the timeline below –

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

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

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

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

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

* reference year(s)

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

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

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

Marketing

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

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

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

Governance and Management

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

* reference year(s)

B. Indicators

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

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

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

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

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

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

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

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

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

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

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

* reference year(s)

Approved Establishment

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

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

Annual Budgets

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

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

***委員會秘書附註 : Appendix 1並無在此隨附。**

Approved Programme Expenditure for 2015-16

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

Note :

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

Annual Venue Plan for 2015-16

2014/15 Season

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

2015/16 Season

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

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

Summary

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

Acceptable Playing Surface

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

香港足球總會（足總）五年策略計劃
表現目標和指標的最終情況

表現目標

- 在28項表現目標中，足總最終完成或超出21項目標，餘下的7項表現目標則未能達標。

表現目標	最終目標	最終情況	結果
香港足球課程			
(a) 檢討有關課程，並製作修訂本以供實施	檢討課程	已修訂課程，並新增了有關在「黃金時期」進行培訓的額外資料	完成目標
教練培訓			
(b) 檢討有關課程，並製作修訂本以供實施	檢討課程	已檢討課程，並因應教練培訓經理和技術總監的要求修訂課程	完成目標
足球發展計劃			
(c) 推出足球發展計劃	於 2015/16 球季推出	已於 2015/16 球季推出	完成目標
草根和青少年足球			
(d) 增加參加計劃的人數	15 000 人	17 032 人	超出目標 13%
女子足球			
(e) 增加參加計劃的人數	3 000 人	4 078 人*	超出目標 36%
(f) 按年齡組別成立代表隊	於 2016/17 球季增加年齡組別的代表隊	U12 分齡代表隊已於 2017 年 2 月成立	完成目標
五人足球			
(g) 增加參加計劃的人數	15 000 人	23 413 人	超出目標 56%

表現目標	最終目標	最終情況	結果
教練培訓			
(h) 增加在足總註冊的合資格教練人數：			
「D」級牌照教練	350 人	315 人	低於目標 10%
「C」級牌照教練	324 人	289 人	低於目標 11%
「B」級牌照教練	118 人	112 人	低於目標 5%
「A」級牌照教練	45 人	48 人	完成目標
「專業」級牌照教練	0 人	14 人	超出目標
草根足球策劃員#	200	104	低於目標 48%
球證			
(i) 增加球證數目：			
<u>球證發展</u>			
國際足球協會（國際足協）球證	6 人	7 人	超出目標 17%
國際足協助理球證	8 人	8 人	完成目標
國際足協女球證	2 人	1 人	低於目標 50%
國際足協助理女球證	2 人	1 人	低於目標 50%
一級球證	45 人	46 人	超出目標 2%
二級球證	55 人	50 人	低於目標 9%
三級球證	100 人	127 人	超出目標 27%
新人職球證	120 人	188 人	超出目標 56%
<u>評審員和導師</u>			
球證導師	14 人	28 人	超出目標 200%
球證體能導師	5 人	6 人	超出目標 20%
球證評審員	40 人	50 人	超出目標 25%

表現目標	最終目標	最終情況	結果
市場推廣			
(j) 增加贊助和廣告的總收入（包括現金和實物贊助）	12,802,000 元	16,800,000 元	超出目標 31%
(k) 委託機構向比賽日的入場觀眾進行多個獨立的縱向調查（問卷數目不少於500份）	於 2018/19 球季進行	向 519 球迷進行問卷訪問	完成目標
管治與管理			
(l) 在日後舉行的足總董事局選舉中，安排選任最少四名與球會沒有聯繫的獨立董事	安排選任最少四名與球會沒有聯繫的獨立董事	在 2015/16 球季起的每個球季皆有五名獨立董事獲選加入董事局	完成目標
(m) 採用新會章以配合亞洲足球協會／國際足協的規例，並其後每半年檢討該會章一次	檢討會章	檢討工作正持續進行	完成目標

* 由於 2019 冠狀病毒病疫情，使足總女子足球的運作受到嚴重影響，不過相關目標自 2015/16 球季已達，並持續超出目標。因此，我們採納足總於 2019 年 9 月的過往一年數據為足總的最終表現情況，以公平看待足總在女子足球方面的表現。

此是 2018/19 球季新增的目標。

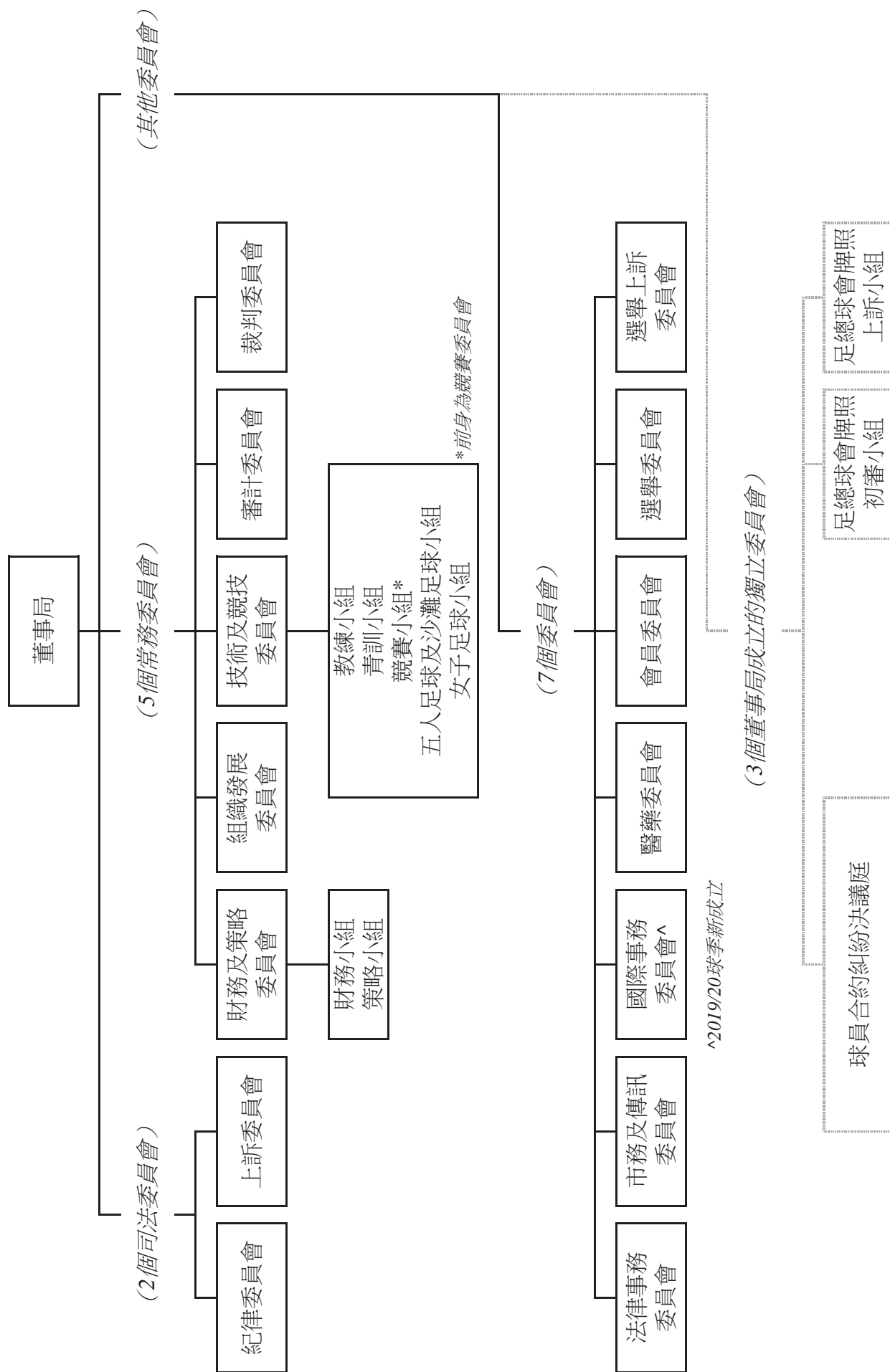
表現指標

- 在5項表現指標中，足總最終完成或超出2項目標，餘下的3項表現指標則未能達標。

表現目標	最終目標	最終情況	結果
香港超級聯賽（港超聯）			
(n) 每場港超聯賽事的平均入場人數(按球季計算)	2 500 人次	765 人次 [®]	低於目標 70%
足球設施			
(o) 為落實新訂的足球設施策略擬備計劃	訂定計劃	足球訓練中心已於 2019 年 3 月開放予公眾人士租用	完成目標
網站點擊率			
(p) 增加足總網站的平均每日點擊次數	600 000 次	386 062 次	低於目標 36%
足總球迷資料庫			
(q) 增加足總球迷資料庫的登記球迷數目	30 000 名	51 420 名	超出目標 71%
足總會員數目			
(r) 增加足總的會員數目	100 名	82 名	低於目標 12%

- [®] 由於 2019 冠狀病毒病疫情，使市民入場觀看港超聯賽事的人數下跌，而不少港超聯賽事亦需延期。在 2018/19 球季，每場港超聯賽事的平均入場人數為 1 006。

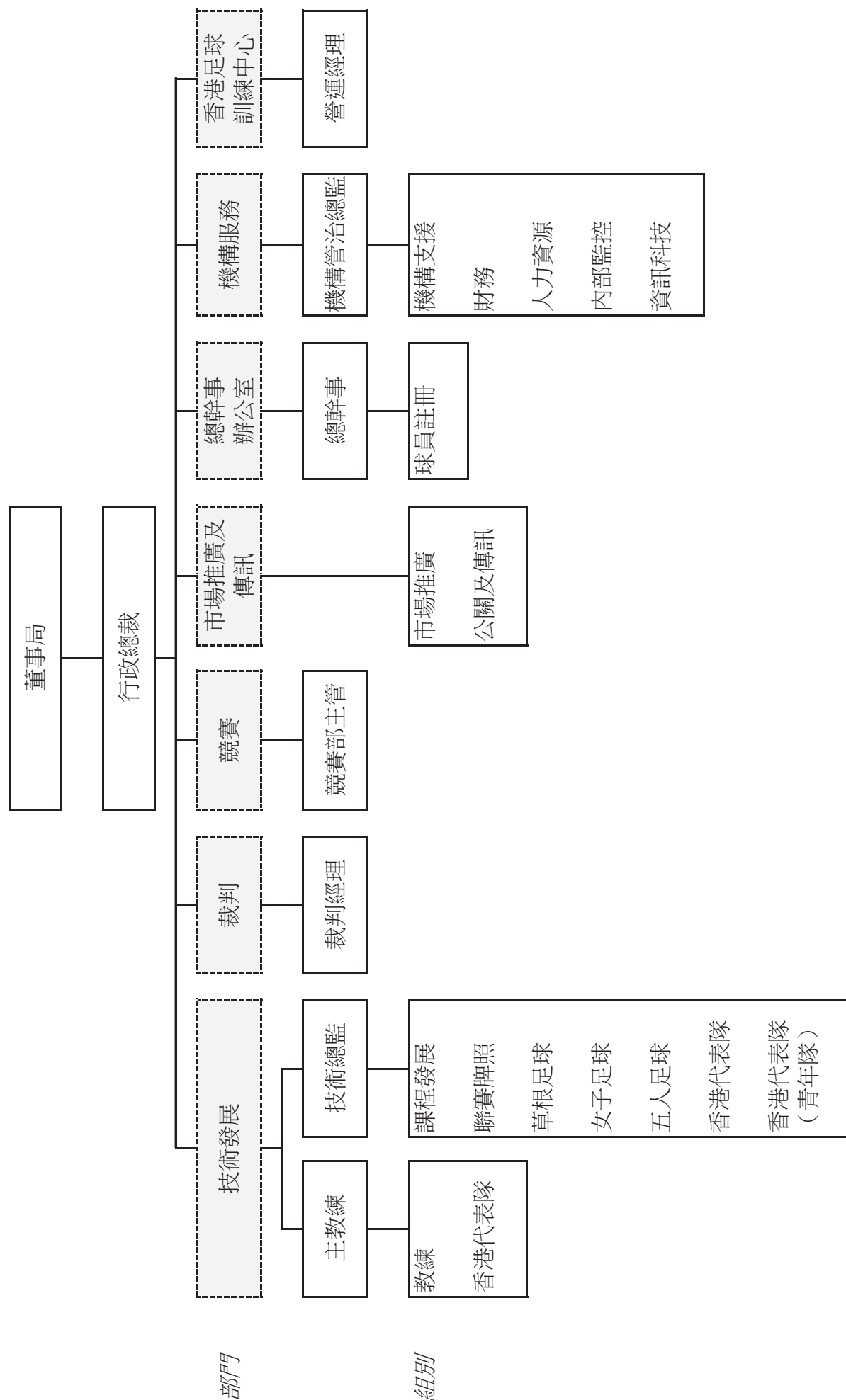
香港足球總會（足總）的董事局和委員會架構



香港足球總會董事局

會長	(2019-2023)	霍震霆
主席	(2019-2023)	貝鈞奇
副主席	(2019-2021)	黃良柏 霍啟山
與球會有聯繫董事	(2015-2021) (2015-2021) (2019-2023)	王威信 王琬琪女士 陳志康
與球會無聯繫董事	(2015-2021) (2015-2021) (2015-2021) (2019-2023)	許國定 單日堅 邱浩波 程明裕

香港足球總會組織架構



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

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

司法委員會

1. 紀律委員會

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

2. 上訴委員會

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

Judicial Bodies

1. Disciplinary Committee

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

2. Appeal Committee

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

常務委員會

3. 財務及策略委員會

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

3.1 財務小組

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

3.2 策略小組

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

Standing Committees

3. Finance and Strategy Committee

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

3.1 Finance Sub-committee

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

3.2 Strategy Sub-committee

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

4. 組織發展委員會

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

5. 技術及競技委員會

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

4. Organisational Development Committee

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

5. Technical and Playing Committee

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

5.1 五人、女子及沙灘足球小組

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

6. 審計委員會

召集人	許國定先生
主席	
副主席	
成員	

7. 裁判委員會

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

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

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

6. Audit Committee

Convenor	Mr. Samuel Hui
Chairman	
Deputy Chairman	
Member	

7. Referees Committee

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

其他委員會及機構

8. 法律事務委員會

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

9. 市務及傳訊委員會

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

Other Committees and Bodies

8. Legal Committee

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

9. Marketing and Communications Committee

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

10. 會員委員會

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

10. Members Committee

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

11. 球員合約糾紛決議庭 (2015-19)

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

11. National Dispute Resolution Chamber (2015-19)

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

12. 選舉委員會 (2015-19)

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

12. Electoral Committee (2015-19)

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

13. 醫藥委員會

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

13. Medical Committee

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

14. 香港超級聯賽座談會

召集人	王威信先生
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14. HKPL Meeting

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

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

Convenor	Mr. Pui Kwan Kay
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16. 競賽委員會

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

16. Competitions Committee

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

17. 香港足球總會球會牌照初審小組

主席 利安生先生

成員 戴樂斌先生

李德能先生

叢川普先生

Mr. Alex Norman

18. 香港足球總會球會牌照上訴小組

主席 Mr. Jeremy Gill

成員 Mr. Tony Sealy

趙善銓先生

傅忠偉先生

張定賢先生

17. HKFA Club Licence First Instance Body

Chairman Mr. Anson Bailey
(Principal, KPMG)

Member Mr. Robin Darton
(Partner, Tanner De Witt
Solicitors)

Mr. Li Tak Nang
(Hong Kong Jockey Club)

Mr. Francis Chung
(CEO MPF Ratings
Financial Services)

Mr. Alex Norman
(Lawyer, Bird & Bird
Lawyers Hong Kong)

18. HKFA Club Licence Appeal Body

Chairman Mr. Jeremy Gill
(Lawyer)

Member Mr. Tony Sealy
(Operations Manager at
the HKFC)

Mr. Albert Chiu
(Chief Executive Asia
Pacific Region at EFG
Bank)

Mr. Tiong Wee
(Accountant from EY)

Mr. Peter Cheung
(Executive Director of a
listed company – China
Ting Group Holdings
Limited)