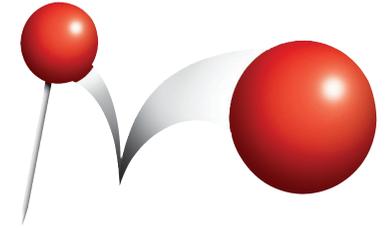




**URS**

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strategic leisure

# **Project Phoenix Change Agent Recommendations**

## **‘Develop - Deliver’**

## **An Executive Summary**

**The Hong Kong Football Association**

Prepared by Strategic Leisure / URS / Scott Wilson Ltd

## Executive Summary

### Introduction and Context

This document sets out the recommendations of the Change Agent appointed by the Hong Kong Football Association (HKFA). The Football Development Strategy approved by the Government in March 2010 included a vision for football in Hong Kong. At the top of this list was the need for an independent, financially strong and effective National Sports Association. One of the recommendations of the strategy was that the HKFA should appoint a Change Agent to lead the transformation process. The following recommendations set out the changes deemed necessary by the Change Agent to ensure that the HKFA is fit for purpose i.e. to lead the development of football in Hong Kong.

This document has been called **Develop – Deliver**. It is recognised that the HKFA will need to change (develop) before it can reap the rewards of that change (deliver). Viewed simplistically this is a two-stage process. In reality there will be much overlap because different aspects of the organisation will develop quicker than others and will be in a position to deliver positive outcomes within a short space of time. For example the governance structure can be expedited quickly however success on the pitch arising from enhanced development activity will take a little longer. Nevertheless Develop – Deliver illustrates that the organisation needs to change if the fortunes of football in Hong Kong are to flourish once again.

This Executive Summary is by definition short. It should, where possible, be read in conjunction with the main report which provides more detailed insight into the current situation, the need for change, the rationale for the recommendations and the specific actions that will collectively transform the HKFA.

### Recommendations

Organisational change requires a confluence of actions that collectively provides a focus and strategy. The following recommendations have been formulated to do just that for the HKFA. They are categorised into four main areas, 1) Governance Structure and Constitution, 2) Vision, Strategy and Business Planning, 3) Organisational Issues, and 4) Raising the Standard of Football.

## Part 1 – Governance Structure and Constitution

### Recommendation 1 – HKFA Structure

**That the HKFA extends its sphere of influence and in future has an overview of all football activity in Hong Kong. There should be one Hong Kong Football Association covering boys', men's', girls' and women's' football at amateur and professional level as well as Futsal and mini football.**

**Recommendation 2 – HKFA Responsibility and Remit**

The HKFA should have four main areas of priority (three external to the organisation and one internal) and should align all people and resources to the simultaneous development and systematic improvement of these linked pillars of excellence i.e.

1. Representative Teams and Elite Footballers,
2. The Professional Clubs and League
3. All Grass Roots Football Development, Amateur Leagues and Pathways at all levels
4. Becoming a World Class Organisation by operating economically, effectively and efficiently and by seeking to uphold the highest professional standards

**Recommendation 3 – HKFA Constitution**

That the HKFA prepares, approves and implements a new set of constitutional documents (Memorandum and Articles, Rules) that are fully compliant with AFC and FIFA statutes and include for the separation of Executive, Legislative and Judiciary functions.

### **Recommendation 4 – HKFA Board**

That the HKFA approves and adopts a new Board Structure. This should include the following provisions:

1. A number of non-voting Honorary Board Positions including a Life President and Life Vice Presidents
2. An Independent Chairman
3. 3x voting Executive Directors Representing Football Clubs
4. 4x voting Independent Non Executive Directors (not directly linked to Football Clubs)
5. One Director to be the nominated ‘Treasurer’
6. The Chief Executive as a full voting Ex-Officio Member
7. The ability for the Board to appoint a number of Special Advisers
8. 4 year term for Chairman and Board Members (excluding the CEO which is a permanent position)
9. A maximum of two terms before retirement from the Board for non-Football Directors, 3 terms for Football Directors
10. Three standing committees and a number of Technical sub-committees

### **Recommendation 5 – HKFA Membership**

That the current HKFA Membership is replaced on a phased basis by a new HKFA ‘Assembly’ with a broader representation which includes Clubs (Professional and Amateur), Districts and a wide range of other ‘affiliated’ stakeholders conditional on an application process and clear demonstration of compliance against defined criteria.

### **Recommendation 6 – Relationship with Executive**

That subject to the successful implementation of a new organisational structure (see Recommendation 11 below), the Board agrees a ‘Schedule of Delegation’ that conveys powers on the Executive to deliver the Board’s approved Strategy and Business Plan.

## **Part 2 – Vision, Strategy and Business Planning**

### **Mission Statement**

*To be recognised and respected in Hong Kong and internationally as the lead body for football in Hong Kong*

### **Core Values**

- **Excellence:** To constantly strive to achieve the highest possible standards of football at all levels.
- **Professionalism:** To manage all aspects of the organisation in an exemplary manner and to become a World Class NSA.
- **Representative:** To reflect the whole population of Hong Kong in the work that we do and in the services we provide.
- **Integrity:** To be, and to be seen to be, transparent and honest in all our endeavours.
- **Inclusive:** To work in partnership for the benefit of football with all our stakeholders.
- **Inspiration:** To motivate people to become involved in football playing, coaching, officiating, watching and administrating.

## The Vision for the HKFA

### Develop

In the next twelve months the HKFA will **develop** into an organisation with:

- **A demonstrated ability to transform into an organisation fit to lead football in Hong Kong**
- **An agreed new Board, Constitution and Governance arrangements**
- **A wider remit covering the whole sport**
- **Additional financial resources**
- **A new organisational structure and additional Human Resources**
- **Enhanced management and motivation of Human Resources**
- **An agreed set of changes to the League structures in Hong Kong and an implementation plan**
- **An agreement with Government on additional and guaranteed access to facilities**
- **The start of additional commercial revenue**
- **An agreed Football Development Plan**
- **Improved partnership arrangements with stakeholders**
- **Better relationships with fans and media**

### Deliver

In five years time the HKFA will have **delivered** the following:

- **An organisation that is respected in Hong Kong and internationally for its innovative approach and the results it produces**
- **An organisation that is financially stable and suitably resourced**

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- **An organisation that attracts and retains excellent staff with a performance management culture**
- **Better standards of play at all levels**
- **Higher AFC/FIFA ranking of international teams**
- **A significant increase in the number and quality of players, coaches and officials**
- **Well established ‘pathways’ to allow talented footballers to achieve their full potential**
- **A balance between the supply of and demand for football facilities**
- **The realisation of the National Football Training Centre as the pinnacle of a coordinated facilities network**
- **A revised, more competitive and inclusive League structure**
- **A sustainable fully professional and independent Premier Football League with home venues, commercial revenue and higher levels of spectators**
- **A vibrant ‘Product’ that attracts spectators, sponsors and broadcasters**
- **A welfare system for footballers**
- **An organisation that partners respect and want to work with**

Longer term goals ( 10 years + ) :

- **Making football a desirable career**
- **Exporting home grown talent to other countries**
- **Being competitive at international competitions (East Asian Games, Asian Games, Olympics, World Cup)**
- **Hosting international tournaments**
- **A new National Stadium**
- **Hong Kong teams being competitive in the AFC Champions League**
- **The HKFA being financially self sufficient**

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The above is suggested by the Change Agent. The HKFA can adopt it, if considered appropriate. On the other hand, it could amend or re-write it. The important thing is that there is an agreed vision, something that will guide the future direction of the organisation and set out the clear intention of the HKFA for partners and stakeholders.

#### **Recommendation 7 – Vision**

**That the HKFA agrees this new Vision Statement and communicates it effectively internally and extensively externally.**

#### **Recommendation 8 – Strategic and Business Planning**

**That each Department/Function of the HKFA prepares an annual business and financial plan which reflects the priorities of the Board as set out in the vision and strategy. Plans should set out the resources required to deliver a specific set of measurable outcomes.**

#### **Recommendation 9 – Day to Day Decision Making**

**That the HKFA Secretariat should be strengthened and that a defined Schedule of Delegation should be approved giving authorisation for day to day decisions within a policy and strategy framework as determined by the Board.**

#### **Recommendation 10 – Leadership and Direction**

**That the HKFA appoints an experienced Chief Executive as a full voting Board Member**

## Part 3 – Organisational Issues

### **Recommendation 11 – Organisational Structure**

That the HKFA approves and systematically implements a new organisational structure which is commensurate with and aligned to the new governance structure, remit and strategy of the HKFA as set out in Develop – Deliver. The new organisational structure should be based on;

1. The appointment of a high level and suitably experienced Chief Executive
2. The establishment of four Directorates, 1) Technical, 2) Commercial, 3) Internal Finance and Administration, and 4) Football Administration
3. That appointments are made for the Directors of each Directorate as soon as the strategy is approved and funding is in place
4. A strong Technical Directorate responsible for delivering football development at all levels through the work of specialist Development Managers (Elite, Coaching, Refereeing, Youth and Grassroots, Women's', Futsal/Mini-Football) and eighteen Community Development Officers working at a District level
5. The appointment of other key support personnel required to deliver the strategy
6. The ability to appoint specialist external advisers for specific projects and roles
7. The appointment of a new Hong Kong Team Manager/Coach on a fixed term contact with clear targets
8. The immediate appointment of a Financial Controller

### **Recommendation 12 – Financial Management**

That the HKFA immediately addresses its weakness in financial management and control as part of the fourth pillar of excellence. This will include;

- 1. The immediate appointment of a Financial Controller**
- 2. The establishment of a new Directorate of Finance and Administration**
- 3. The introduction of effective systems (hardware and software) and procedures (modus operandi), including the development of a detailed procedure manual with clear rules for modification and approval. The document should cover all activity of the HKFA and shall be strictly enforced to ensure the maintenance of good business practices**

### **Recommendation 13 – Human Resource Management (General)**

That the HKFA become an employer of choice and adopts the highest standards of management of its human resources. This should include the appointment of a HR Manager within the Directorate of Finance and Administration who will be responsible for the recruitment, training, development, retention and discipline of staff.

### **Recommendation 14 – Team Briefing**

That regular dialogue takes place between all levels of the HKFA and that information is cascaded down effectively from the Board to the Senior Management Team and all staff through regular communication both formal and informal.

### **Recommendation 15 – Continuous Professional Development**

That all employees of the HKFA (current and future) are given job descriptions that reflect their role and prevailing priorities and that they are subject to a regular appraisal process that identifies training needs. Developing the human capital should be a key priority of the new HKFA based on merit and with the highest degree of integrity.

**Recommendation 16 – Staff Remuneration**

That staff wages, salaries and benefits of the staff employed at the HKFA be reviewed and benchmarked against other similar sized National Sports Associations with a view to ensuring the ability to recruit and retain high calibre employees.

**Recommendation 17 – Systems and Resources**

That all systems, procedures and working practices are reviewed by the four Directorates and new protocols be developed based on the Schedule of Delegation (Recommendation 6) that reflect the priorities of the new vision and strategy. That additional hardware and software be purchased to streamline working practices and ensure that the HKFA is modernised technologically.

**Recommendation 18 – Public Relations**

That a new Marketing and Communications strategy is developed under the auspices of the new Commercial Director and that greater emphasis is placed on developing excellent working relationships with all stakeholders and especially the media.

**Recommendation 19 – Working Environment**

That the existing HKFA Headquarters be refurbished and re-organised to create a better working environment that reflects the new organisational structure and that if the National Football Training Centre comes to fruition, consideration be given to relocating all or some (Technical Directorate) to that site.

## Part 4 – Raising the Standard of Football

### **Recommendation 20 – Budget for Develop – Deliver**

That the HKFA agree in principle the budget included in Develop – Deliver as a blueprint for the transformation of the HKFA and the enhancement of football in Hong Kong.

That discussion is entered into with funding partners to secure the additional funding required.

That the award of additional funding be directly linked to the delivery of specific outputs and outcomes.

That funding levels and targets are reviewed annually in an annual financial plan prepared by the CEO and endorsed by the Board and that this is used as the basis for future discussions with funding partners.

### **Recommendation 21 – Hong Kong and Representative Teams**

That additional resources be invested in the training and development of Hong Kong and representative teams under the auspices of the new Technical Directorate.

That excellent relationships are forged between the Technical Directorate, the Hong Kong Team Manager/Coach and the Professional Clubs so that conflicts are resolved with minimal impact, and that the relationship between ‘Club and Country’ is in accordance with FIFA statutes.

That commitment is given to using a National Football Training Centre if provided.

**Recommendation 22 – New Professional (Premier) League**

That the HKFA approves in principle the development of a new Professional 'Premier' League and immediately establishes a Board Committee/Working Party to oversee its implementation. The new League should be based on the following;

1. A target start date of the 2012/13 season and that the HKFA establishes a Working Party as a priority
2. The 2011/12 season be seen as a staging post to the new league with changes to the format etc
3. A target of 12 teams with a minimum of 10. An initial maximum of 14, thereafter reviewed annually
4. There to be no relegation for the first two seasons to allow teams to consolidate. Promotion to be encouraged.
5. That the inaugural league be based on an application/licence basis with entry criteria linked to the AFC requirements
6. That 2011/12 teams be given 'first refusal' subject to meeting the entry criteria
7. Home venues guaranteed through a partnership with Districts
8. A format that promotes excitement and a better product including more matches
9. A minimum number of paid professional players (16 with a maximum of 3 + 1 foreign players on the pitch and in the squad) and a minimum wage
10. The establishment of a Professional Footballers Association to look after the welfare of footballers
11. A commitment to use the proposed National Football Training Centre as a training base and centre of excellence (unless suitable alternative facilities are available)
12. Finding a major league sponsor and ultimately securing broadcasting rights
13. Consideration given to allowing gambling on domestic football subject to strict rules being applied
14. That the League be established under the auspices of the HKFA with a target for the League to become an independent legal entity by 2014/15
15. That the new League has a separate P and L within the HKFA financial plan

### **Recommendation 23 – Structure of Football in Hong Kong**

The HKFA Change Agent recommends that consideration be given to a fundamental review of the Structure of Football Development in Hong Kong. In conjunction with the development of a new Professional League, a plan should be formulated for a phased introduction of the following:

- 1. When the new Hong Kong Premier League is established i.e. 2012/13, the current Divisions 2, 3a and 3b should be replaced by new Divisions 1 and 2. These would have no age restrictions and would initially receive ‘seed’ funding from the HKFA to ensure sustainability. The Premier League and Divisions 1 and 2 would collectively form the Hong Kong Football League. Although initially there would be no relegation from the Premier League, ultimately there should be free movement between the Divisions. The Rules for each Division should be enshrined and implemented consistently. Changes would require the approval of the Full FA Membership. The HKFA will organise and administer the HK Football League.**
- 2. Each Premier League team will need to meet AFC criteria and should operate age group youth Academies between under 13 and 18 years of age. There should be an Academy League for each age group. Youth Academies at Premier League Clubs should replace the ‘Reserve’ League.**
- 3. The Cup Competitions should be reviewed. For example The Premier Shield which would be exclusively for the Premier League Clubs. The HK League Cup open to all Divisions of the Football League. The HK FA Cup open to all teams affiliated to the HKFA (see below) (Premier League teams joining in later rounds).**
- 4. Other Leagues e.g. Yau Yee League should be encouraged to ‘affiliate’ to the HKFA and become part of the Football ‘fraternity’. Affiliated Clubs can apply for accredited status (subject to meeting minimum criteria). This ‘licence’ will entitle them to benefits such as access to coaching support and advice. Eventually there should be promotion from these amateur leagues into the 2nd Division of the HK Football League.**
- 5. District Councils should channel their funding into Youth Development rather than teams in the current Divisions 1, 2 3a and 3b. Each District should have annual age group squads from under 9 to under 18 and there should be District Leagues at all age groups. Squads should be circa 16 boys and they would be subject to an annual selection and evaluation process. This would not prevent Districts from also continuing to support teams in the new Divisions (Premier, 1 and 2)**
- 6. The HKFA should establish a system of registration and accreditation for commercial soccer schools**

**Recommendation 24 – Football Development**

That the Football Development Plan (Appendix 6) prepared as part of Develop – Deliver be adopted by the HKFA and implemented by the new Technical Directorate.

That the Football Development Fund be significantly increased to direct additional resources into; representative teams, District youth teams, grass roots football development programme, coach education, officials development

That a Referees ‘supremo’ be appointed on a short-term consultancy basis to establish a curriculum and referees development plan and thereafter a nominated officials officer within the Technical Directorate assumes responsibility for the recruitment, retention and training of officials

That greater emphasis and resources be put into football development at all levels (elite to grass roots) and covering all participants in football including boys, men, girls, women as well as Futsal and mini football players.

That a ‘Performance Management’ approach should be taken to football development in Hong Kong with annual targets and regular reviews.

**Recommendation 25 – Eligibility for Representative Teams**

That the HKFA investigates immigration policy in relation to dual nationality provisions and reviews the policy of eligibility for representative teams / squads.

**Recommendation – 26 – National Football Training Centre**

That the HKFA confirms its commitment to be a main partner in the development and future use of a National Centre for football and recognises that the NFTC is fundamental to the future success of football in Hong Kong. Dedicated access to purpose-built football facilities is critical.

**Recommendation 27 – New National Stadium**

That the HKFA confirms its commitment to the provision of a new National Stadium and provides appropriate support to the development.

**Recommendation 28 – Community Facilities**

That the HKFA recognises the current under-supply of good quality accessible facilities for football in Hong Kong and commits to working with partners and especially the Government (Central and District) on the development of enhanced facilities for football. In particular it agrees to work in partnership with HAB, LCSD and District Councils to facilitate the establishment of a new Professional League involving the allocation of ‘home’ venues.

That the HKFA requests that the Government considers the development of a hierarchy of use of facilities with guaranteed use for certain categories of Football and agreed quotas on levels of use.

**Recommendation 29 – Player Status and Welfare**

That the HKFA gradually but systematically raises the status of professional players through the establishment of a new Professional League which has as part of its criteria for entry a requirement for Clubs to put in place education programmes at its Academies and also for senior players.

That as part of the new Professional League a minimum wage is agreed which is reviewed regularly.

That as part of the new Professional League a Professional Footballers’ Association is established as part of the HKFA which will eventually be an independent body with a remit to look after the welfare and training of existing and former players.

**Recommendation 30 – China League**

That consideration of a Hong Kong based team playing in the Chinese Football leagues be deferred for the foreseeable future and that only when the time is right, the HKFA should open dialogue with the AFC and with FIFA about the participation of a ‘Hong Kong United’ team in the China League subject to that team not detracting from the new Professional League or compromising the success of the Hong Kong and representative teams.

### **Recommendation 31 – Partnership Working**

That the HKFA recognises that to bring about the transformation of the sport of football as articulated in Develop – Deliver it is essential to work in partnership with a range of stakeholders. This will be facilitated by;

- 1. Wider representation on the new HKFA Assembly**
- 2. Additional independent Board Members**
- 3. Representing the sport as a whole and developing a football ‘family’ through the affiliation of all teams and players**
- 4. Working together with other partners and stakeholder on joint football development initiatives**
- 5. Delivering agreed outputs and outcomes linked to funding agreements**
- 6. The organisation of an annual football forum/conference**
- 7. Better marketing, communications and PR**

### **Recommendation 32 – Targets and Measures of Success**

That the HKFA adopt the target outputs and outcomes articulated in Develop – Deliver as the starting point for measuring the success of the transformation of the HKFA and the raised standards of football development in Hong Kong.

That these targets be monitored, reported and reviewed annually as part of the organisations Business Planning cycle.

#### **Recommendation 33 – The Way Forward**

**That the HKFA approves the recommendations in Develop – Deliver and the Implementation Plan (Appendix 8)**

**That the HKFA consults with all stakeholders on this strategy and enters into constructive dialogue with funding partners and specifically the Government on changes to current policy.**

**That the HKFA regularly reviews progress against the action Plan.**

The HKFA Change Agent is keen to stress that although these recommendations reflect different strands of the transformation process, they are not mutually exclusive. Many of the recommendations are linked and co-dependent. Some recommendations are more critical than others. Develop – Deliver must be seen as a package of actions all focussed on the transformational change of the HKFA in order to give it the strength, resources and influence to lead football in Hong Kong. The HKFA should consider the recommendations holistically but may want to amend certain aspects of this change plan. Indeed we would expect that certain aspects of Develop Deliver will need to be scrutinised in detail by working parties and that the recommendations may involve as a result of that analysis. We are not precious about these recommendations and see them as a starting point. Ultimately the HKFA and its partners will need to implement the recommendations and there must be 'ownership' of them.

It is unlikely that all of the recommendations will be universally popular. We would not expect them to be especially as people will view them with different 'frames of reference'. We would urge people to base decisions on what is best for football in Hong Kong.

#### **Resources**

This document concludes that at present the HKFA is under-funded and under-resourced. As a result the work it can do and the outcomes it can deliver are severely limited. It stands to reason therefore that this must change as part of any development plan. The single most important resource in any organisation is people – it is human capacity and capability that brings about transformational change. The Change Agent believes that the existing staffing establishment of the HKFA should be significantly strengthened by the appointment over time of 34 full time staff. The vast majority of these (25) will be front-line operational staff carrying out football development work. The appointment of this number of additional staff will depend on future funding and income generation.

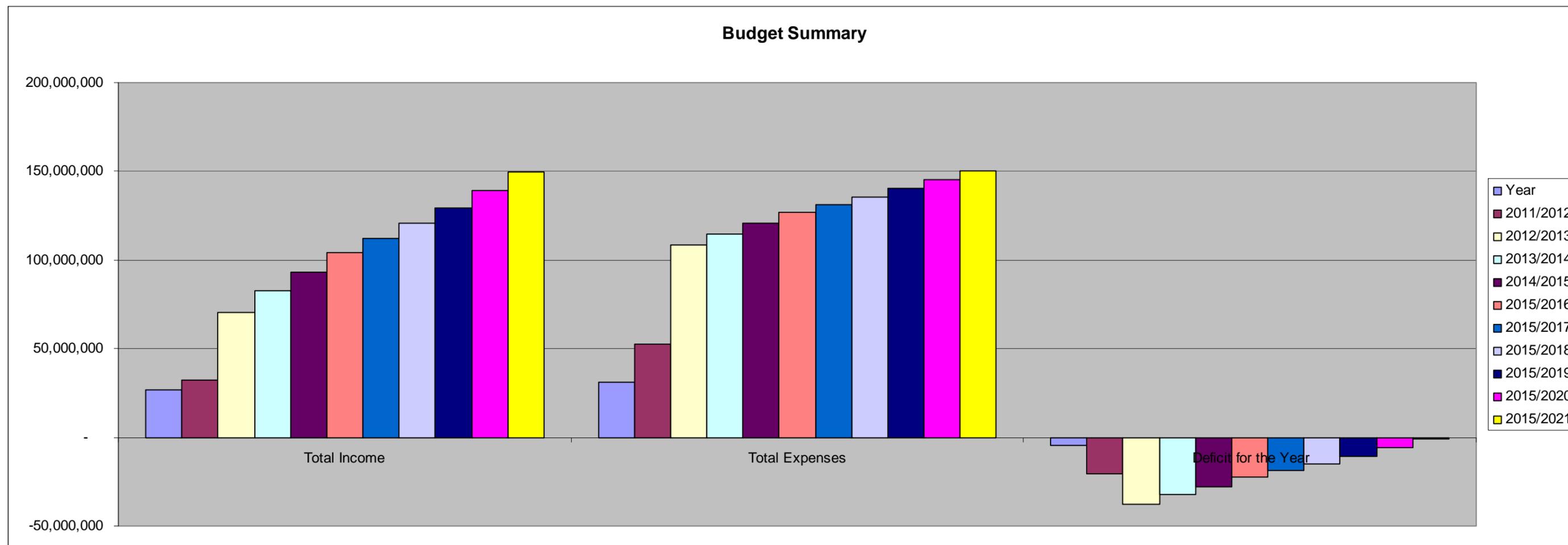
There is also a need to provide the existing and new people with resources to use in the delivery of a new vision and strategy for the HKFA. Over the strategy period (now to 2015/16) the income received by the HKFA should increase from HK\$27m to HK\$104m. The main sources of additional revenue will be from sponsorship, other commercial initiatives, player and club affiliation fees, football development fund income (courses etc) and existing partners e.g. LCSD/FIFA.

Over the same time period, the annual costs of the HKFA will also increase as a direct result of delivering the strategy from HK\$31m to HK\$127m. The additional costs relate to staffing, more football development activity, the establishment of a new Professional League, greater support to the Hong Kong and representative teams etc.

The gap between income and expenditure over the five year strategy period and a further five-year extrapolation is shown in the table and graph overleaf.

Budget Summary

	Current	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
	Year	2011/2012	2012/2013	2013/2014	2014/2015	2015/2016	2015/2017	2015/2018	2015/2019	2015/2020	2015/2021
Total Income	27,019,099	32,080,739	70,622,555	82,431,244	92,902,161	104,259,302	112,078,750	120,484,656	129,521,005	139,235,081	149,677,712
Total Expenses	31,291,888	52,559,815	108,226,425	114,886,171	120,732,647	126,614,591	131,046,101	135,632,715	140,379,860	145,293,155	150,378,416
Deficit for the Year	- 4,272,789	-20,479,076	- 37,603,870	- 32,454,927	- 27,830,486	-22,355,289	-18,967,352	-15,148,059	- 10,858,855	-6,058,074	- 700,704



This increased funding requirement will need to be provided for and the HKFA will need to apply for Government Funding to make up the shortfall.

Beyond the strategy period i.e. after 2016, the net cost should reduce due to increased revenue and it is to be hoped that the HKFA will be able to reduce its dependency on public sector funding. The graph and table sets a target for reducing the additional funding required to zero within ten years. This still assumes partnership funding from LCSD, FIFA etc at a level similar to existing arrangements. Additional catalytic Government funding is however seen as an essential 'pump-prime' for the HKFA and this will need to be 'front-loaded'. Additional funding of circa HK\$20.5m will be required in year 1, rising to a peak of circa HK\$37m in year 2. The total funding requirement over five years is circa HK\$140m an average of HK\$28m per annum over five years.

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Implementing the change process will therefore not be cheap but the positive outcomes should be significant. Transformation of the organisation must lead to the transformation of the sport both on and off the pitch.

### Intangible and Tangible Outcomes

The nature of the transformation is such that there will be some tangible and some intangible outcomes. The intangibles are seen as no less important because these will help to turn around the negative perception of the Hong Kong FA and football in Hong Kong generally. The implementation of Develop – Deliver should result in the following benefits.

- **Changes to the Governance, Constitution and Structure will have the following positive benefits:**
  - The HKFA will represent and be sent to represent the sport as a whole and will develop a football family of clubs, individuals and affiliates
  - Investment and a greater focus will filter down to all areas and people in Hong Kong
  - The new structure and constitution will give greater credibility in the eyes of the public, the AFC, FIFA and partners
  - The new Board will be more representative of the sport and will operate in a more transparent way thus reducing real and perceived conflicts of interest
  - The new FA Assembly will also be more representative of the sport and will support the Board in delivering the strategy.
  - More people and organisations will be encouraged to work with the new football National Sports Association
  - There will be a better working relationship between the Board and the Executive with empowerment of key individuals to implement policy
- **Changes to the Vision, Strategy and Business Planning will have the following benefits:**
  - A clearly articulated and agreed set of vision, mission and values that can be communicated to all stakeholders thus reinforcing the perception of the HKFA as a well organised, inclusive and efficient organisation that knows where it is going
  - A clearly defined strategy that makes it clear how the HKFA relates to other organisations
  - A Business Plan that cascades strategy down into meaningful budgets and action plans
  - Aligning all activity to the delivery of the prevailing priorities of the HKFA
  - Strong and purposeful leadership

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- **Changes to the Organisation will have the following benefits:**

- The right people doing the right things at the right time with the right resources
- Sufficient allocation of people and money to make a real difference across all facets of the sport
- Highly effective controls and 'checks and balances'
- A workforce that is well qualified, motivated, directed and rewarded
- The creation of an excellent working environment and culture that fosters a positive outlook and a focus on delivering results on and off the pitch
- Systems, procedures and hardware that are commensurate with a world-class sports association

- **Raising the Standard of Football played in Hong Kong will have the following benefits:**

- Hong Kong and Representative Teams that have the ability to fulfil their potential and bring renewed pride to the nation
- Success on the international stage that inspires the younger generation
- A positive relationship between the Hong Kong and Representative teams and Professional Clubs
- A new Premier League that is independent, self-sustaining and generates huge spectator, sponsor and media interest
- Hong Kong teams playing regularly in the AFC Champions League
- A new more inclusive structure of football in Hong Kong that promotes more competition at all levels
- Better standards of playing, coaching, officiating and development
- Football Development programmes that are coordinated across Hong Kong at all levels, that maximise participation, identify talent and nurture that talent through clearly defined pathways so that self-actualisation through football can become a reality
- A structured approach to coach education resulting in more better qualified people at all levels of the sport
- Encouragement of the recruitment, development and retention of better trained officials
- More, better and accessible football facilities at a community, club and Hong Kong level including home venues for Premier League Clubs, a new National Stadium and a National Football Training Centre

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- The enhancement of the status of football players in Hong Kong such that young people aspire to a career in football through education and welfare support, academies, minimum wage and a Professional Footballers Association
- The ability to attract talent from overseas
- The development of talent to such an extent that it is sought out by other countries
- The development of effective partnerships across Hong Kong with all football stakeholders

**The Change Agent fervently believes that these outcomes can be delivered if Develop – Deliver is agreed, adopted and implemented in full. A partial implementation will inevitably result in a dilution of the positive outcomes and outputs.**

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#### Specific Targets

The recently approved Government Strategy for Football 'Dare to Dream' contained some specific targets. Develop – Deliver has been prepared to make the HKFA fit for purpose and in so doing help to contribute to and in some cases lead the delivery of the wider strategy. For this reason, Develop – Deliver has adopted the following targets. Performance against these will be measurable.

Target/Measure	Existing Level	Future Target	Date
Hong Kong Team FIFA world ranking (men)	146 (Jan 11)	120	2012
		100	2015
		Maintain Top 80	2020
Hong Kong Team FIFA Asia Ranking (men)	26 (Jan 11)	20	2012
		15	2015
		Maintain Top 10	2020
Hong Kong Team FIFA world ranking (ladies)	67 (Nov 10)	50	2012
		40	2015
		Maintain Top 35	2020
Hong Kong Team FIFA Asia Ranking (ladies)	14 (Nov 10)	11	2012
		9	2015
		Maintain Top 8	2020
Annual Number of International Matches (Senior)	5 (Average of last 5 years)	8 Friendly matches (minimum) 6 Competitive (depending on competitions)	2010
Number of Registered Players	N/A	280,000	2014
Average spectator numbers (New Premier League)	Circa 1,000	3,000	2015
Football 'Family' Members	N/A	10,000	2012
% of Population Playing	2.16%	4%	2014
Number of Affiliated Clubs	82	120+	2014
Clubs with Quality Accreditation	N/A	25%	2014
		50%	2016
Registered Officials	1016	1,500	2015
Football Development Programmes	2,129	2,500+	2012
		3,000+	2015
		3,500+	2020
Number of Synthetic Pitches	11	34	2015
Delivery of National Training Centre		Operational by	2014
Sports Scholarship Bursaries	N/A	15 per annum	2012 onwards

## Implementation

The extent of change recommended by the Change Agent is significant as is the level of additional resources that will be required to bring about that change. There will need to be a formal process to achieve this involving a number of stages and stakeholders. An outline programme is set out below.

- **Initial ‘in-principle’ Board approval of the Develop – Deliver strategy recommendations – February 11<sup>th</sup> 2011**
- **HKFA and stakeholder consultation period – Mid February to end March 2011**
- **HKFA Full Membership Extraordinary General Meeting to approve a new ‘Constitution’**
- **HKFA Board Meeting to ratify the Develop – Deliver strategy recommendations April 2011**
- **Discussion with SAR HK Government and other funding partners regarding increased funding – April/May 2011**
- **Develop – Deliver amended based on funding obtained and working party findings**
- **HKFA Full Membership meeting elect the new Board June/July 2011**
- **Inaugural new Board meeting and formal commencement of Develop – Deliver – June/July 2011**
- **Thereafter the hard work starts!**

Given the iterative nature of the project and the imperative of certain issues, it may be that some of the interim recommendations are implemented in advance of this schedule e.g. the appointment of the new Financial Controller, the appointment of a new Hong Kong team Manager/Coach etc. Once Develop – Deliver has been approved, the critical thing will be to maintain momentum and to ensure that the recommendations and agreed actions take place in a timely and coordinated manner.

The new Board will need to oversee this and empower the Chief Executive and the Senior Management team (once appointed) to get on with day to day delivery. Monitoring progress against a clear timetable and action plan will be important not only ensure that change happens but more importantly to demonstrate to partners and stakeholders that the change is being effective and actually transforming the fortunes of football in Hong Kong.

**Prioritising Actions**

The table opposite shows each recommendation and priorities the actions in terms of how critical and urgent each recommendation is:

The criticality of the recommendations has been classified as follows; Level 1 = Critical to the delivery of the Vision, Level 2 = Important in the Delivery of the Vision and 3 = Not Critical to the Delivery of the Vision.

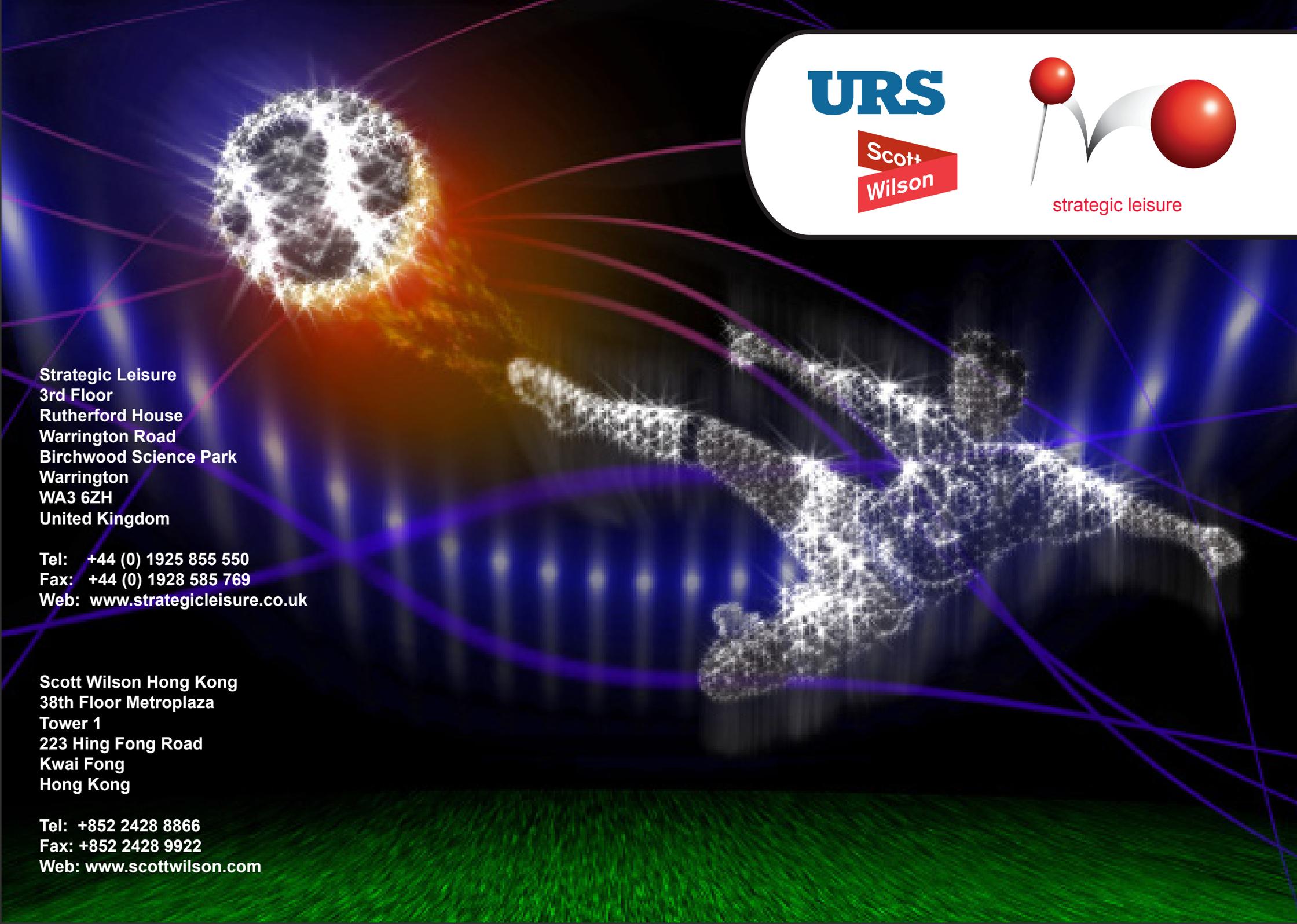
The urgency of the recommendations has been classified as follows; Level A = Short term action required i.e. immediate. Level B = Medium term action required i.e. within the next twelve months and Level C = Longer term action required i.e. within the next three to five years. The matrix combines these two variables so that for example recommendations that are in the A1 classification are both critical to the delivery of the Vision and need to be started immediately. At the other end of the scale recommendations C3 are not critical to the delivery of the vision and no action needs to be taken in the near future.

**Summary**

The importance of Develop – Deliver can not be over-stated. Football in Hong Kong is at a crossroads. In one direction lies continued decline, in the other lies restoration and a potential return to the glory days. The pathway to glory will not be easy but the alternative is unthinkable. Hong Kong wants to be, deserves to be and can be a strong football nation. It is not too late and the end shall justify the means. As well as considerable investment, it will take a concerted and cohesive response not only from a rejuvenated HKFA but also from all other football stakeholders including the Government, Clubs, Players, Officials, fans and the media. Let us not miss this change to make Hong Kong football great again. The HKFA Change Agent commends Develop – Deliver to you.

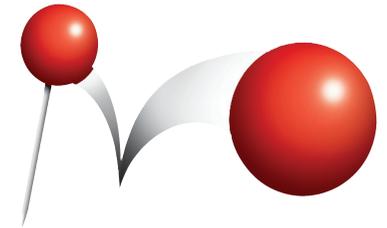
		RECOMMENDATION MATRIX		
		A SHORT	B MEDIUM	C LONGER
CRITICALITY OF RECOMMENDATIONS	1 CRITICAL	3, 4, 6, 7, 11, 12, 18, 20, 21, 24, 28, 33		
	2 IMPORTANT	1, 2, 10, 22, 23, 26, 31	8, 9, 13, 16, 17, 32	14
	3 NOT CRITICAL	5, 29	25	15, 19, 27, 30
		URGENCY OF RECOMMENDATIONS		
		A SHORT	B MEDIUM	C LONGER

LESS IMPORTANT



**URS**

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