



### **3. Policy Statement and Objectives**

#### **3.1 Policy**

The Scottish Football Association approved the introduction of a National Club Licensing system (NCL) at its EGM in May 2002 and NCL is incorporated in the Association's Articles, Standing Orders and Schedule of Powers. NCL criteria apply to all Scottish Premier League (SPL) and Scottish Football League (SFL) clubs. National Club Licensing forms an integral part of the modernisation of football regulation, one of the strategic objectives of the Scottish Football Association.

The Association has provided all participating clubs with a National Club Licensing Manual, which outlines the criteria in the form of standards. Football clubs acknowledge their responsibility to the community and demonstrate a level of quality to all their stakeholders by meeting the standards and obtaining a licence. The Scottish FA will focus resource on assisting clubs in meeting standards.

The Scottish FA is committed to providing our clubs with an administrative support system that uses proven quality management methods. Accordingly the administration of club licensing is reviewed and audited by an independent standards agency that will report on its performance. These results will be made available to all clubs upon request.

Licensing procedures and processes are fully compliant with ISO9001 and the UEFA Standard and the Club Licensing function of the SFA is ISO9001 accredited. The services of the British Standards Institute (BSi) have been engaged by the Scottish FA as its verification auditor.

In terms of the administrative processes, the Scottish FA will seek to ensure that it has procedures and processes in place that

- Meet the minimum requirements of the UEFA Core Process.
- Guarantee client confidentiality.
- Guarantee impartiality of the decision makers and staff.
- Guarantee that we take preventive action to avoid problems.



- Guarantee that we have procedures in place to deal with problems should they arise.
- Guarantee that club opinions, suggestions and complaints are processed effectively.
- Guarantee the effectiveness and suitability of our product (a club licence).
- Guarantee that we review our processes in accordance with a pre-determined framework to establish effectiveness and as a basis to continually improve.

### 3.2 Objectives

Club licensing aims to ensure that clubs meet and maintain certain standards and that these standards are continuously improved upon over a period of time. The overall objective of licensing is to raise the standards within Scottish football.

It is the objective to ensure that all clubs are dealt with efficiently and timely and the measurable objectives of the system for season 2005/6 are –

1. To conduct audits on all unlicensed SFL clubs in 2005 and to prepare reports for the GPC to consider prior to the end of the year (2005).
2. To retain ISO9001 accreditation and UEFA accreditation in 2005 and 2006.
3. To transfer best practice ideas from NCL to other areas of the Association's business.
4. To minimise the administrative burden for clubs in meeting the system requirements.
5. To collaborate with clubs in a joint effort to meet the system requirements.
6. To provide completed reports following all introductory and audit meetings with clubs within a period of 5 working days.
7. To provide all Licence Award Decisions to clubs within a period of 3 working days.
8. To consider the opinions of our clubs in determining future NCL activity.
9. To provide transparency of the processes whilst maintaining client confidentiality.
10. To ensure that all decisions are taken independently of favour or bias.
11. To ensure that all assessments and decisions are taken by competent personnel.



12. To maintain consistent methods for all clubs at each stage of the process.

13. To ensure the adequate training of contingent resource in relation to the auditing of clubs prior to the end of 2005.

A Review Body, Chaired by myself and including key Scottish FA personnel with expert knowledge on each aspect of criteria, assess on an annual basis whether these targets have been met following upon internal audits and upon a review of feedback from the clubs. The outcome of this review will be made available to all interested clubs and UEFA upon request.

David Taylor  
Chief Executive, Scottish Football Association  
August 2005.