



2012 - 2017

## Five Year Plan

The Scottish Welfare Football Association mission is to benefit present and future members of the community served by the Association promoting, encouraging and furthering the game of welfare football as a recreational facility, sporting activity and focus for community involvement.

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## 1. Perform and Win

- 1.1 Scottish Football on all levels is changing. In light of the McLeish Report and with the introduction of 'Scotland United', the Scottish Football Association is introducing radical changes in both the professional and non-professional game. Greater emphasis will be placed on developing the game and all areas will be graded on a performance related basis.
- 1.2 The Scottish Welfare Football Association [SWFA] will be required to meet this initiative head-on and fully embrace the policy, whilst adopting its principles. This will require the SWFA to completely change the way in which it operates and adopt a business model which will be conducive to the requirements of the association as well as meeting the targets set to the association by the SFA.
- 1.3 There is a requirement to project a far more professional and dynamic image, coupled with a strong set of binding principles which we should strive to meet and improve on. This can only be achieved by direct action and by us all working as a cohesive unit. There will be a requirement for the association to strip its operation back to the bare bones and implement a new operating structure. All the areas are intrinsically linked and will allow for a greater passage of information and allow for transparency of rules, regulations and decisions.
- 1.4 The binding principles of the association are:
  1. To facilitate the game of welfare football;
  2. To develop and enhance the game of welfare football and nurture the skills of players within our association;
  3. To increase our membership;
  4. To develop community involvement; and
  5. To assist in the training and development of coaching/physiotherapy/First Aid.

1.5 With the advent of '**Scotland United – 2020 Vision**' the executive committee will develop a plan and strategy which will be the bench mark for affiliated bodies and clubs to meet and be measured against. The Full Committee in conjunction with affiliated bodies will set a quality mark which all clubs must meet to achieve membership within their association; both locally and nationally.

## 2. Respected And Trusted To Lead

### 2.1 Governance

The Association will conduct its business and affairs by using a two-tier committee structure. The structures will be as follows:

- Executive Committee: President, Secretary/Treasurer, Vice President, Match Secretary, Minutes Secretary, Information Secretary, SFA Representative and SJFA Representative.
- Full Committee: All of the above, a representative from each affiliated body as per the Articles of Association and Life Members.

### 2.2 The Committees will meet as follows:

Jun: **Annual General Meeting**

Jul: Break

Aug: **Full Committee**

Sep: Executive Committee

Oct: Executive Committee

Nov: Executive Committee

Dec: **Full Committee**

Jan: Executive Committee

Feb: Executive Committee

Mar: Executive Committee

Apr: **Full Committee**

May: Executive Committee

- 2.3 The affairs of the Scottish Welfare Football Association are conducted by the Full Committee of the Association, but are devolved and entrusted to the Executive Committee of the Association to manage the day to day business of the association. All decisions will be determined by a majority vote with the President carrying the casting vote should it be required. The quorum of 5 members to meet the requirements of an executive decision and 7 members for a full committee meeting must always be met.
- 2.4 Out with this structure, the Executive and Full Committee may call extra-ordinary meetings as and when required, where required attendance will be notified by the Association Secretary/Treasurer to the membership. The Association Secretary/Treasurer will email all Executive/Full Committee members the agenda for the relevant meetings.
- 2.5 Appointment Description: It is proposed that the executive committee draft appointment descriptions for all office bearers within the association. It will clearly define their duties and responsibilities and will also give us an overview of tasks that may well be getting missed or require tasking. It may well require committee members to take on a portfolio. [e.g. Webmaster, Events Coordinator].
- 2.6 There is a requirement for succession planning and support to post holders. We are not all intrinsically linked to our current position or office. There is a requirement for all personnel to understand the nuances of each appointment, therefore should anyone resign or leave their post, there is sufficient experience and know how to not only cover the post but to replace the individual. There have been instances over the last few years where personnel have left and created a void with regards to experience and knowledge. The adage 'Knowledge is Power' has to be embraced. There is also a requirement to succession plan. We should have the foresight to select and groom personnel for future posts. We must ensure that we have the right people in the right posts. There is no reason why personnel cannot shadow current holders when attending meetings or conducting business on behalf of the association.

- 2.7 Assistance to Office Bearers: There is a misconception that Office Bearers are solely responsible for their specific office. This is not the case; it is the responsible of all committee members to assist in any way they can. We can only achieve our goal as a team.
- 2.8 Honorary President and Vice-President: These are both historical posts and should now be reviewed. It may also be looked at whether the posts are actually required and if found to be, responsibility be accredited.
- 2.9 Disciplinary Procedures: There has to be a complete review of the disciplinary procedures of the association. The system currently used is an antiquated system which is not fit for purpose. It is open to manipulation, with personnel being cited stating that they have not received the correspondence/that it has been sent to the wrong address/etc; it is of note that there are plans by the SFA to bring in a unified disciplinary policy, therefore it may be prudent to await the outcome of the SFA disciplinary review. Whilst this is in process, the following areas should be looked at:

- Disciplinary Citation. At present it is a three tier document consisting of:
  - Charge Sheet;
  - Referee's or supplementary report; and
  - Summons.

2.9.1 We now need to look to whether we can streamline the charge sheet and summons into one document, although we must ensure that the document covers all legal requirements.

2.9.2 We should also look at the way that we deliver this to the individual. At present it is sent by recorded delivery, which is an expensive method and open to manipulation and time consuming. We have to look at what other ways we can deliver this

- Recorded delivery is an expensive method;
- Normal mail gives no control mechanism; and

- Email.

2.9.3 There is also the issue of whom it is despatch to. At present it is sent to the individual. It may be prudent for it to be sent to the individual, team secretary and league secretary. The relevant league secretary could then be the conduit between the individual and the association and could confirm either verbally or by email that the club/individual is in receipt of the citation, it may seem somewhat belts and braces, but we have to be seen to cover all bases. This would have a three prong advantage, they are:

- Associations would have an overview of personnel who are being dealt with by the National Association
- This would prevent any confusion over cited individuals being served with their disciplinary citations, as individual would confirm to club, club to association, association to SWFA.
- This would allow associations to better manage the carrying out of any disciplinary awards issued to players.

2.9.4 In essence, it is proposed that the player will be disciplined, but the individual's club will be held culpable for the payment of the fine, thus, the association will retain its revenue, as failure for the fine to be paid will leave the club debt suspended.

2.9.5 It is also proposed that where a person has been cited by the referee for a red card offence there will be a set tariff/fix penalty (with no facility for an appeal). Only charges which are cited with a supplementary report or under Rule 4 of the SWFA will result in a formal hearing and will allow for the facility to be appealed.

2.9.6 The association will develop this model and review the disciplinary system after one year. This will be to ensure that the system meets the legal requirements and also the needs of the association.

2.10 Equality and Diversity Statement: The association will be required to put in place an equality and diversity policy and statement, which must meet current legislations and be in line with the policy set by the SFA.

2.11 Rulebook and Constitution: There is a requirement for the Rulebook and Constitution to be reviewed and re-constructed. It will be required to mirror, in part replicate and more importantly run parallel with the rules and constitution of the SFA. The rulebook is required to be reconfigured with the regulations being sectioned off into relevant areas. It is proposed that it is broken down into the following areas:

- Aims, Objectives and Principles
- Membership
- Governance
  - Management and Leadership
  - Resources
  - Correspondence
- Disciplinary
- Appeals
- Registration
- National Cup Competition Rules

2.11.1 Although the rulebook will still be produced in hardcopy to all associations, to give the rulebook wider publicity, all associations should be actively encouraged to place an electronic copy of it on their website or hyperlink it to the webpage on the SWFA. Associations could then be directed to inform their member clubs of the locations of the document, thus preventing any player/club/association from stating that they have not had access to the rulebook & constitution when contesting a disciplinary case/appeal or protest.

2.12 Policy Development: Out with the current rules laid down in the constitution and rules, there is a requirement for the association to review its policies in line with changes both at association and national level. It is proposed that

time be allocated on a six monthly basis at the full committee meeting for any policies to be reviewed and where required adjusted to meet the needs of the association, the alternative to this might be for the Secretary/Treasurer to allocate a predetermined time and subject to be reviewed at each meeting, therefore ensuring that all areas are reviewed and updated annually.

## 2.13 Public Relations / Press / Web Site

2.13.1 With effect from season 12/13, there will be a mandatory requirement for **ALL** clubs and associations to provide an email address and where possible a secondary email address. The association must develop with the times and electronic media is now seen as the most common means of communication.

2.13.2 It is imperative that the association put in place a Press Officer / Public Relations Officer. There have been several instances where associations have made press statements which neither the association or executive members have been prepared for to reply on. This would prevent members being door stepped and possibly being forced into making an inaccurate or misleading statement. It may also be appropriate for the Press Officer to take on the secondary mantle of Public Relations Officer. As previously stated, it is deemed necessary for the association to raise its profile both at local and national level. This may take several formats from road shows, press articles, initiatives, sponsorship liabilities to national finals. This appointment would allow us to project a more unified appearance with one person being the voice of the association, but projecting and reiterating the views of the association.

2.13.3 It may be worthwhile placing a rule within the articles of association where any affiliated body wishing to make a statement to the press or an outside agency must in the first instance have it sanctioned by the association's Press Officer. This would prevent clubs or affiliated bodies from making spurious or unfounded statements against the SWFA or its affiliated bodies. This may seem to some a somewhat draconian action,

but this would prevent certain groups from voicing their displeasure when decisions have not gone their way and painting the association in a bad light by means of the press or the worldwide web.

2.14 The Association will be required to employ a Web Moderator. There will also be a requirement for the production of web rules and acceptable usage. A decision will have to be made on whether forum/chat rooms should be allowed on the SWFA specific website.

2.14.1 SWFA Website. There will be a requirement for a three (possibly four) tier website:

2.14.2 SFA / SWFA Conjoined website (hosted by SFA). The SFA are currently in the process of building a website to meet the needs of all elements of the SFA and its affiliated bodies. Pre-cursory work could be started on this project by the SWFA having committed to paper the provisional layout and content of their section of the website. It may be prudent for the SWFA to look at current holdings within the SFA website and for the SWFA to adopt the best parts from all the sites. This may seem like plagiarism, but will give us an invaluable insight into what is required in both content and layout. Further to that, the SFWA have now liaised with the Web Department at Hampden

2.14.3 Bespoke SWFA specific site – there may be the facility for this to be hyperlinked with the SFA/SWFA site. This area is opened for discussion, with the choice of a bespoke website assembled at cost by a professional consultant OR to adopt a free generic website (eg mitoo, clubwebsite, myfootiesite), which although free, does restrict you on content and you have no control over the advertisements placed on your website. The bespoke website although naturally a more costly option, allows the association to control the content and advertisements more stringently. If the association is successful in securing sponsorship; either for the website or for the association, it may well be possible for the website to be funded by that means, it

may also allow for the association to receive some secondary income from cup and page sponsorship.

2.14.4 Affiliated bodies to have bespoke websites which can be hyperlinked to the SWFA specific website. It is proposed that each association adopt a website of their choice

2.14.5 Club websites. Linked to both their own association/ SWFA website. Will be an advantageous tool during Scottish Cup draws and fixtures and will allow for the cascading of information.

2.15 Best Practice Bible. This would be an invaluable document and aid to any fledgling affiliated body. It would give them guidance on running an association, registering practices, templates for generic protests/discipline/appeals letters. Added to that affiliated bodies could share practices such as fixture scheduling, discipline registers and processes. The list is endless. The sharing of best practices could only be advantageous to all affiliated bodies and may also allow for certain practices to be a unified practice.

2.16 It would be advantageous for the association to secure sponsorship. The benefit would be two-fold:

- Increased revenue; and
- Increased Publicity.

2.16.1 All possible sponsors must be vetted. It will be the responsible of the Executive Committee to ensure that no sponsorship deal could possibly bring the association into disrepute by either its content or product, therefore there is a requirement to police this area.

2.16.2 The Secretary/Treasurer will be responsible for drawing up a list of potential sponsors. In conjunction with the Public Relations Officer they will be required to make contact with potential suitors and sell the Association

### 3. Better Financial Returns

3.1 Financial Management: This is an area in which greater governance and management must be adopted by the association. A review is required of the current fiscal holdings of the association and the way in which the funds are managed. There is a requirement for a financial strategy to be put into place with financial forecasting for all areas of the business:

- Cup competitions;
- Running Costs;
- Advertisement/Selling the product;
- Publications / Stationery / IT Consumables;
- IT Costs [Hardware / software / website];
- Facility costs [AGM/Road shows];
- Travels Costs; and
- Annual remunerations for Office Bearers.

3.1.1 We have been fortunate that the current and previous treasurers have managed our accounts admirably and that we are at present in a financially stable situation. We now have to take into consideration that the SFA are now going to adopt a results orientated allocation system when allocating funding. We therefore have to adopt a more frugal approach to spending and put in place a purchasing process.

3.1.2 The Secretary/Treasurer should be allocated a petty cash allocation of £100 per month. This is not an accumulative amount. Any spending from this does not require the Secretary/Treasurer to seek permission from the executive committee.

3.2 The association must develop this area. We have the funding in place at present that will allow us to expand this area, as well as enhance the wellbeing and good of the association. The areas are:

3.2.1 First Aid Courses – It is proposed that the Association provide funding for each club to have one trained first aider within their ranks. The Association will cost this with both the St Andrew’s Ambulance Service

and Private Instructors and ascertain whether it is financially viable. It may well be prudent also to approach the SFA for a special grant to fund this. Another proposal would be to have personnel with the association trained as First Aid Instructors and allow them to travel nationally and train personnel up. The other advantage from this proposal is that the association will be prepared in advance of the planned proposal for all teams being required to have suitably qualified medically trained personnel on hand at every match.

3.2.2 A sum of £5000 is to be made available to support and develop the RESPECT campaign over the next 5 years. Further funding may be made available should the association find it necessary to further develop this area. Proposals currently are:

3.2.3 Each affiliated body to award a fair play award (financial prize) to the team within their association who has the best disciplinary record for the season. Worked out on a points basis: yellow card 1 point / red card 3 points. This could be further enhance with a national award for the club with the lowest count; there would be a requirement for the System Analyst to produce a formula against matches played and disciplinary sanctions awarded giving an overall percentage per match for discipline.

3.3 With effect from this year, for an initial period of 5 years, that the national association will waiver all national fees, thus teams will only be charged local fees. It is of note that all other ANAs have standing annual charges of around £100 per annum. This avenue may attract unlicensed clubs and associations into the fold, allowing them to reap the benefits of having a national association representing them, where previously financial constraints may have prevented them from seeking membership. This should be advertised vigorously, especially at work leagues, midnight leagues, 7-a-side leagues and ethnic group associations. The idea of free membership along with the advantage of a national body looking after and defending their interests can only be seen as a win – win scenario for both the clubs and associations.

## 4. Strong Quality Growth

4.1 This is an area which needs to be looked at in depth.

4.2 As previously stated, certain areas are interlinked and improvement of membership is linked with selling our Association.

4.3 Currently we have 14 member associations within the SWFA:

- Aberdeen;
- Ayr and District;
- Buchan;
- Central Scotland;
- Forres and Nairn;
- Forth and Endrick;
- Forth Valley;
- Greenock and District;
- Inverness;
- Montrose;
- Moray and District;
- North East;
- Ross-shire; and
- Strathspey & Badenoch.

4.4 If we were to map the areas that these Associations cover, I believe that we would be lucky to cover 40% of Scotland demographically. As a brief indicator, there are no teams in the following areas:

- Dundee;
- Dumfries;
- Edinburgh;
- Falkirk;
- Fife;
- Glasgow;

- Kilmarnock/Ayr;
- Perth;
- Shetland Isles; and
- Orkney.

4.5 This is by no means an exhaustive list and there are large areas of the map which are untapped and should be ripe for the picking.

4.6 It is my proposal that we commit to the following:

4.6.1 Write to **EVERY** council in Scotland. The content of the letter should cover the following:

- What football provision they have within there area;
- Is there any unregistered recreational football being played within there area;
- Are there any pub leagues/midnight leagues being played within their area;
- Do they have a football Development Officer or a football partnership forum; and
- Can SWFA help them develop recreational football within the area. (Offering to present a workshop giving guidance to setting up an association).

4.6.2 Contact local press groups in all these areas asking them to do an article on welfare football (selling the product); may well be prudent to get previous Cup winners to do an article telling their story.

4.6.3 Attempt to get national coverage in media for **ALL** national cups. Report and photos.

The Scottish Welfare Football Association is  
affiliated to the Scottish Football Association

**The aim of the Association shall be to foster and develop  
the game of association football**