



# Scotland United

A 2020 Vision







# Contents





- The Scottish FA leads the national game with integrity and innovation to breed a culture of performance, unity and trust.



The Strategic Plan 4	The Strategic Pyramid 6
Planning to Win 10	The Scottish FA Scoreboard 18
Funding the Strategy 22	Issues and Implications 26



# Strategic Plan

JANUARY 12, 2011. It is a date that should be remembered as the day the Scottish FA took its first steps towards the most radical overhaul in its 138-year history.

Traditions and heritage are the foundations of our national game. Yet they can also be a barrier to progress. Football is now a multi-billion pound global industry and we have to acknowledge the changing landscape. The Review of Scottish Football published by Henry McLeish, the former First Minister, presented the Association with a number of challenges and home truths. One-hundred and three, to be precise.

Cognizant of the ever-evolving football landscape, the McLeish Review provided the Scottish FA with an ideal



platform on which to build and launch a new vision and complementary values and goals.

Vision in football can often be prescribed as myopic or cloaked in self-interest. It is

why the two-day meeting held in the Bellshill Hilton at the turn of the year should prove to be one of the most significant in the Scottish FA's historical timeline.

The 11-strong Board of Directors and the Association's Corporate Management Team were invited to confront a brutal and sobering reality by Alistair Gray, MD of the world-leading sports consultants, Renaissance and Co.

The reality was of a hard-working and diligent governing body whose responsibility as custodians of the game had become devalued by:

- a lack of core purpose
- a lack of clarity in its operations

The Scottish FA is trusted to lead the country's national sport with integrity and innovation, fostering a culture of performance, unity and trust.

- a failure to engage efficiently and effectively with its stakeholders in the 21st Century

This was not the considered opinion of the external expert but – far more powerfully – the conclusions developed and agreed by the executive and senior management of the Scottish FA.

Over the course of the next two days, a period of introspection, strategic analysis and frank exchange culminated in a seismic outcome: change was not only essential, but radical and urgent.

The subsequent hours, weeks and months has culminated in the most wide-ranging Strategic Plan in the Scottish FA's history; the results of which are contained within this publication.

A strategic plan is nothing without willingness, leadership and a collective commitment and determination to see the plan through to its conclusion. As a point of reference, *From Good to Great*, written by Jim Collins, proved an invaluable tome in outlining the possibilities for modern, strategic and driven blue-chip company. Scottish football's governing body should be no different in its objectives.





Its principles were incorporated into the strategy meetings and, thus, the framework for the strategic review was established. An organisation that, over decades, had continued to operate in – admittedly diligent – silos required to work together in the pursuit of shared strategic



goals and objectives. The most uplifting analogy offered was the NASA cleaner who, when asked to define his role, explained: 'I am here to help send a man to the moon'. It prompted the obvious question: what purpose does the Scottish FA and its constituent parts serve? To help enable the national team to reach the World Cup.

There are, of course, plenty other objectives and responsibilities but with the Strategic Plan, these will be undertaken within a co-ordinated, transparent and accountable approach. This process enabled us to outline our new values; not merely words to flatter but rather inspire staff and to inspire the full range of stakeholders: supporters, clubs, league bodies, commercial partners and the media.

The accompanying pyramid provides an at-a-glance view of the organisational structure and commitments of the Scottish FA, with staff, senior and executive management all part of fulfilling the many inputs and outputs, either as enabling or supporting players.

The plan encompasses qualification for World Cups and

European Championships to growing Scotland's national game and maximising and measuring customer service and satisfaction. A set of ambitious, indeed audacious, goals were determined across the spectrum of our jurisdiction; ambitions that can only be achieved through professionalism, dedication, and collective buy-in.

The principles apply to our national team manager as they do to our newest and most junior staff member. I hope that the contents of this brochure give you a clear and concise picture of the new, vibrant and respected Scottish FA we have set-out to create. I have been hugely encouraged by the commitment demonstrated thus far to take the findings of the McLeish Review and formulate them into a strategic document that will steer the future of Scottish football. For that opportunity I am indebted to Henry for his exhaustive efforts and for Alistair's invaluable input to bring a clarity of focus to our ideas.

Above all I give enormous credit to our outgoing President, George Peat, for having the courage and werewithal to sanction a completely independent review of the governance and structures of the Scottish FA and, for that matter, a review of the entire fabric of the game in this country.

I look forward to the next phase of this challenging process – implementation – and am committed to ensuring the Scottish FA meets the highest standards it has set itself during this invigorating process. The benefits will be apparent to the whole of the game and it is incumbent on the Scottish FA to ensure, as per our new mission statement, that we are respected and trusted to lead.

Stewart Regan

Chief Executive, Scottish FA





# The Strategic Pyramid

The strategic pyramid is the plan's first-born. It provided a framework of understanding for future discussions and remains the visual reference of all that we do and all that we strive to do.

At its core, the pyramid sets out the Scottish FA strategic aims: winning, growing, funding, leading and supporting the game at all levels. These five pillars will help measure our impact on Scottish football in the fields of performance, participation and commercial and brand focus (the outputs); governance and regulation and shared services (the inputs).

All staff, whether full time or part time, on-site or in the regions, will play a part in at least one of these pillars. Some will be enablers, through the governance of the game or shared services, and others will be deliverers of the performance, participation and commercial and brand sectors. All are essential in satisfying the needs of all our stakeholders – supporters, clubs, players, coaches, referees and partners – and all are essential in stimulating the most positive and prosperous external environment.

## The Strategic Pyramid

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is the cornerstone of our vision,  
our values and our goals.

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## Our Values

If you always do  
what you've always done, you'll always  
get what you've always got. Henry Ford

The Scottish FA takes its values seriously. Without values, the vision will be blurred and the goals unfulfilled. Values are more than a set of words: they represent a mirror for the organisation as a whole, its staff members and volunteers to ensure the highest standards of professionalism are achieved and maintained. The Scottish FA's values should be reflected in all that we do, both internally and externally.

Trust	We are open, honest and trusted to do the right thing, in a manner that reflects the highest standards of integrity
Positivity	We are dynamic, enthusiastic and proactive in delivering the highest standards of performance
Professionalism	We act in a business-like, responsive and correct manner
Respectful	We involve, engage and listen, treating everyone in a considerate and dignified manner
Unified	We work together as a team, behaving in an equitable and inclusive manner
Passionate	We are excited and enthused by all that we do
Ambitious	We are driven and committed to excel in all aspects of quality and service





# Strategic Goals



## The Scottish FA's Strategic Framework

### Our Mission

The Scottish FA leads the national game with integrity and innovation to breed a culture of performance, unity and trust.

### Strategic Goals

Perform and Win

Strong, Quality Growth

Better Financial Returns

Respected and Trusted to Lead

Scottish FA Scoreboard

## The Current Position?

Strategic Goals	1	2	3	4	5
Perform and Win		●			
Strong, Quality Growth			●		
Better Financial Returns				●	
Respected and Trusted to Lead including Customer Satisfaction		●			

Source: Scottish FA Board/Executive 12/01/2011



## Planning to Win





## Good is the enemy of Great...

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When plotting the Scottish FA's strategic plan, one of Collins' quotes became a mantra: Good is the enemy of Great. A lot of the work the Scottish FA undertakes is good, despite the anachronistic media image of the organisation. Some of it is great, a fact regularly acknowledged by no less august associations as UEFA and FIFA. A consistency of greatness is the challenge, and in order to be great, you have to think great.



In establishing new goals, it was important to reach for the sky: it was, after all, agreed early in the discussions that change had to be radical and not just rearranging the furniture. An audacious plan required some audacious goals to get it under way, and this section will attempt to explain the concept behind these new goals and the measurement systems that will keep delivery on schedule.

The goal areas touched all aspects of the game and the organisation and were focused into the following categories:

- Performing and Winning
- Strong Quality Growth
- Better Financial Returns
- Respected and Trusted to Lead







Within each area, an audacious goal was set (Level 1), with a series of supplementary goals (Level 2) that would facilitate achievement and be monitored by the Board. These goals would be set out over a five-year term, with the current reality set out along with a measurement system from years one to five.

For example, Scotland at Major Finals is the audacious goal the whole country wishes to see realised. The national team has not reached a major championship finals since the FIFA World Cup in France 98. We are not simply talking about the Men's A team. The women's team, whose progress in implementing its own strategy is inspirational in itself, also have ambitions to reach a major finals, as do the men's and girls' youth teams. The immediate target is qualification for UEFA Euro 2012 and the UEFA Women's Euro 2013 campaigns. By 2015, both squads should be qualifying for the World Cup finals.

In order to realise those ambitions, a series of supplementary goals need to be achieved. Higher standards need to be achieved in the domestic leagues, with a greater emphasis on Best v Best, through a new Performance Development League, and the creation of a new







academy system for national age groups. Future teams need to be cultivated now, with a greater percentage of Scots performing weekly in the Scottish Premier League and also in the English Premier League the Championship and other leagues outwith Scotland.

Great players are also nurtured through great coaching. At present the Scottish FA delivers an effective coaching curriculum. The continuous development of coaches qualifying through the Inverclyde courses is, however, limited and a lack of a structured coaching community leaves development of coaches and, subsequently players, too much to chance.

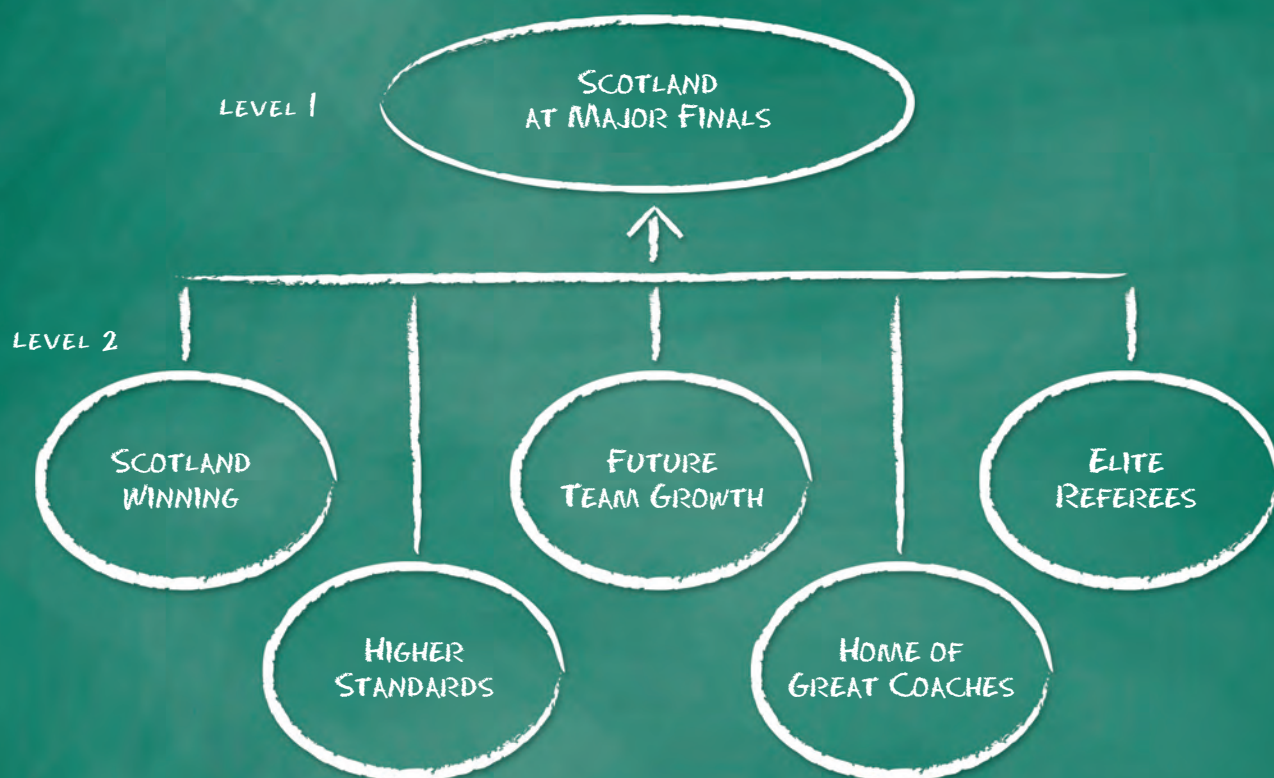
Achievement is not consigned to players: our referees also have aspirations of performing at the highest level. Currently, there is one male FIFA Category 1 referee, Craig Thompson. In order to improve on that, a Referee Performance Plan will be conceived and by 2015 we should aspire to double the number of FIFA Elite Category Referees both for men and women.

The following pages outline the Level 1 and Level 2 goals, the current reality, and the measurable outcomes this year and by 2015.





# Perform and Win



## Delivering Perform and Win

Delivering the goal through a number of strategic actions:

### Scotland Winning

- Developed and defined Scottish style of play
- Greater integration between coaches and squads

### Higher Standards

- Through new style club academies (men and women) supported by performance based remuneration
- Investment in performance schools (men and women) to cater for special talent across Scotland in liaison with senior clubs
- Working to enable talented young players to achieve the 10,000 hour standard

### Future Team Growing

- New talent scouting and development programme, linked to a network of club academies, regional and

national performance centres to develop greater levels of positional coverage for our under age squads

### Home of Great Coaches

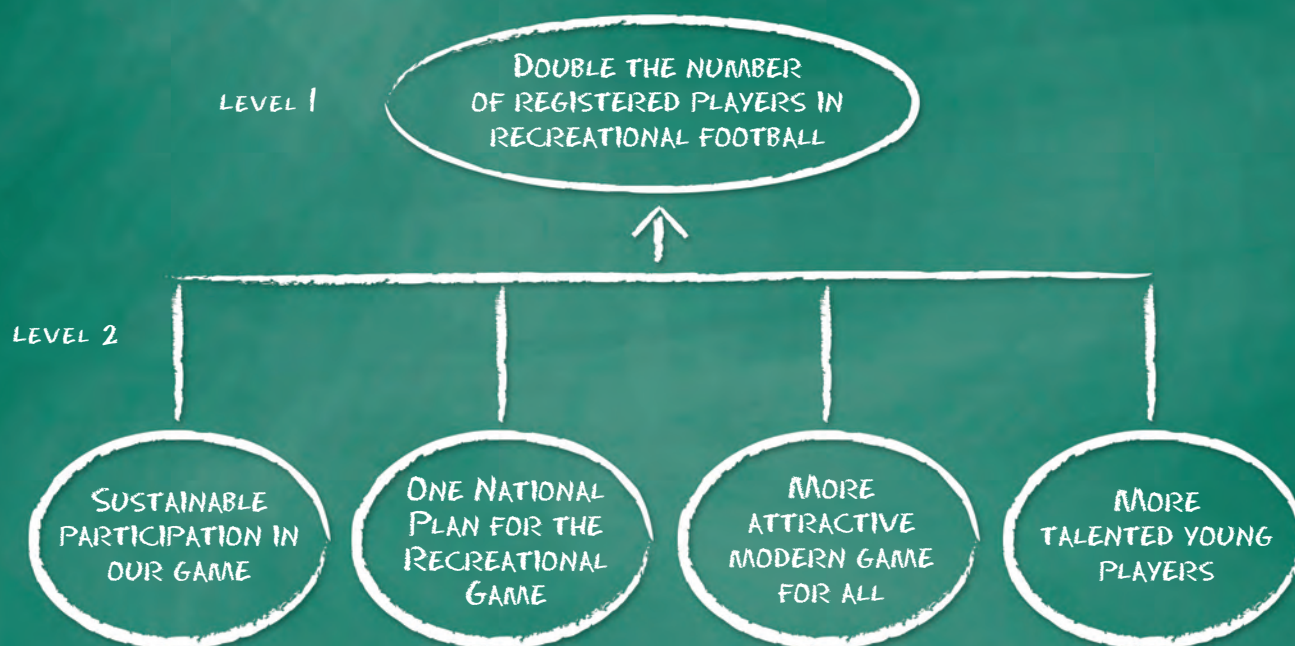
- Development of the coaching workforce across Scotland
- Improving knowledge base of Scottish coach activity across the country and beyond
- Creation and regular convention of the Scottish Coaching Community (Men and Women)
- Investment in improved standards of Youth and Performance coaching

### Elite Referees

- Increasing the number of FIFA ranked referees
- Growth in part-time employed referees
- Formation of regional groups of referees for development purposes



# Strong, Quality Growth



## Delivering Strong, Quality Growth

Delivering the goal through a number of strategic actions:

### Sustainable participation in our game

- Sustained growth by directing many more younger players to recreational clubs
- Develop more referees, coaches and volunteer to support the growth in the game
- Work with government partners to deliver diversity related participation initiatives
- Support all participation initiatives with a new marketing campaign

### One National Plan for the recreational game

- Implement one agreed plan encompassing the recreational game and manage the delivery via a new Community Partnership Board

- Six regions with a stronger wider role in growing participation, club development and facility development.
- Provide one web based football administration service to improve elements such as player and coach registration and counting, club registration and communication.

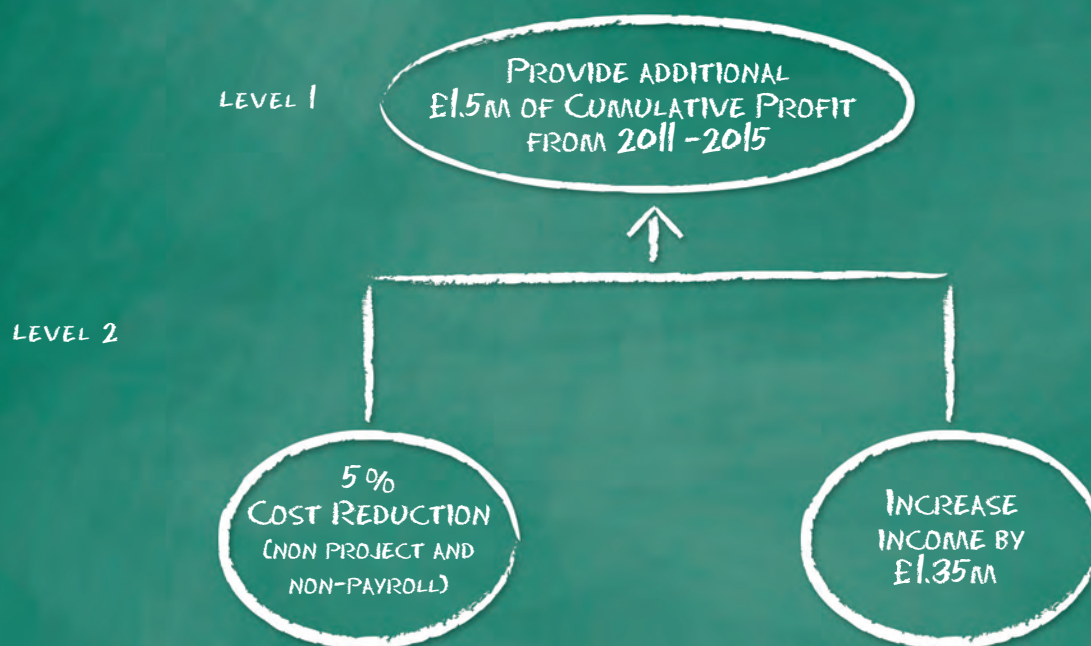
### More attractive modern game for all participants

- Support clubs and local authorities with facility related projects and policy.
- Rollout a 'new season' initiative (February to November) for all U18 boys football.
- Address touchline behaviour and referee mistreatment.

### More talented young players

- Implement a network of performance coaches to provide more training hours for under 12 players

# Better Financial Returns



## Delivering Better Financial Returns

Delivering the goal through a number of strategic actions:

### 5% Cost Reduction

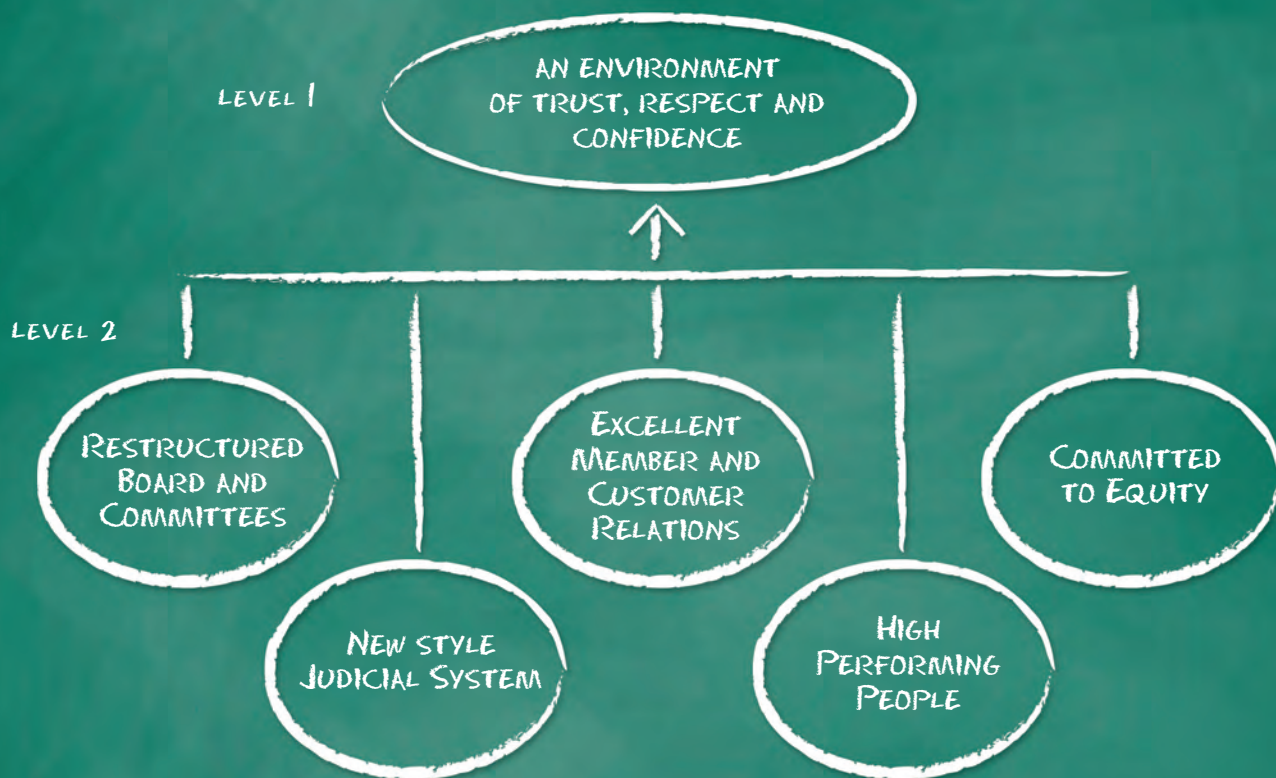
- Adopting an organisational structure of cost control, value for money and efficiency from spending
- Focus on financial planning to create budgets in line with strategic plans and to guide investment and distribution plans

### Increase income by £1.35m

- Implement a more planned approach to fixture planning and financial forecasting
- Innovate and introduce new commercial opportunities
- Develop and grow Supporters' Club



# Respected and Trusted to Lead



## Delivering Respected and Trusted to Lead

Delivering the goal through a number of strategic actions:

### Restructured Board and Committees

- Implement McLeish Report recommendations on governance
- Empower Professional and Recreational Boards

### New-Style Judicial System

- Re-design judicial processes
- Emphasis on neutrality and independence in process
- Creating benchmark timelines for case disposal

### Membership and External Customer Relations

- Enhanced External and Internal Communications
- Higher quality engagement eg, National Football Forum
- Improved accessibility for members

### High Performing People

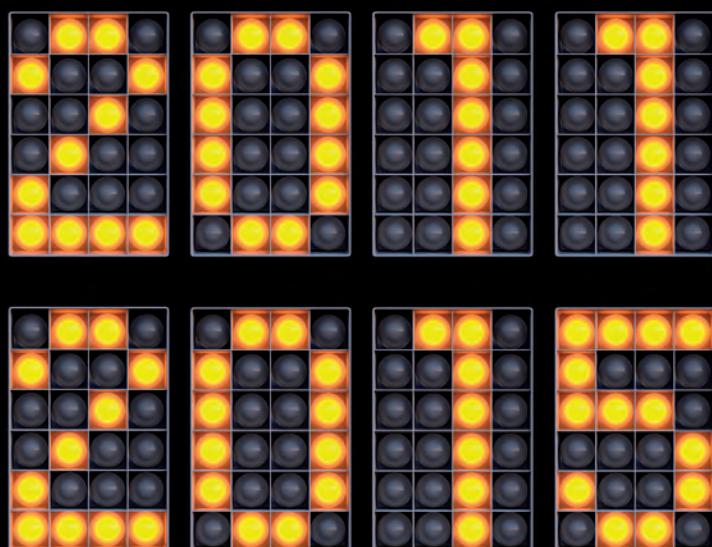
- Developing, recognising and rewarding staff
- Recruitment, retention and succession strategies
- Improved staff engagement

### Committed to Equity

- Preparation and implementation of Equity Action Plan
- Focus on achieving preliminary level



# The Scottish FA Scoreboard







## The Scottish FA Scoreboard Perform and Win

Level 1	Level 2	Current Position	2011	2015
Scotland at major finals	Scotland winning	Not qualified since 1998	Men qualify for Euro 2012 Women planning for UEFA 2013 qualification	Senior squads qualify for World Cup
	Higher standards	Youth initiative in place 17 Club Academies (grant aided)	New Scottish Football Performance Development Programme launched New academy system approved for 2012-2013	80% player approval rating of academies with 4 elite clubs* status (external audit)
	Future team growing	Scots 55% of SPL players 60 players in EPL / Championships	Scots 55% of SPL players 60 players in EPL / Championships (19 in EPL)	Scots 75% of SPL players 100 players in EPL / Championships (30 in EPL)
	Home of great coaches	Limited database of coaches / CPD No coaching community or association	Coaching Community established Comprehensive database of 'quality' coaches Coaching Workforce Plan published Establish number of 'quality' coaches	Double number of 'quality' coaches in Youth and Children's football
	Elite referees (top 10)	1 male FIFA Category 1	Referee Performance Plan completed and adopted	Double the number of Elite FIFA category referees (men and women)



## The Scottish FA Scoreboard Strong, Quality Growth

Level 1	Level 2	Current Position	2011	2015
Double the number of registered recreational players in non-professional football	Double registered participation in our game	65,000 participants 250 Quality Mark clubs 2400 registered referees	90,000 participants 300 Quality Mark clubs 2500 registered referees	130,000 participants 600 Quality Mark clubs 3100 registered referees
	One national plan for the recreational game	No single national approach to recreational football development	Community Partnership Board established Initial funding mechanism established	National Recreational Game Plan objectives delivered
	More attractive modern game for all participants	Female game and under 12 SYFA adopted 'new season' No Scottish FA facilities strategy.	U12 / Women's Game adopt 'new season' initiative Scottish FA facility priorities agreed PCS integrated into Coach Education (Level 1 and 2)	All U18 in 'new season' format New facilities strategy implemented PCS integrated in all aspects of football development
	More talented young players	SYFA and SWF agree pathway. SSFA agree in principle Scottish FA have no national 9-12 DTP	All Youth Associations sign up to National Player Pathway New content for Levels 1 and 2 Regional/Local Development Centres concept developed and agreed	100% adherence to national Player Pathway New content in place for all levels Regional Development Centres established

## The Scottish FA Scoreboard Better Financial Returns

Level 1	Level 2	Current Position	2011	2015
Provide additional £1.5m of cumulative profit from 2011 – 2015	Increase income by £1.3m	2011 budget	Commercial development strategy complete and Business Development Manager employed New fixture planning structure agreed to deliver additional £100k contribution each year	Increase annual financial contribution from fixture planning by £100k per annum by 2015 Increase 2011 commercial sponsorship by 5% by 2015 Increase supporters club net income by 33% by 2015
	5% cost reduction	Non-project and non-payroll costs	Zero-based budgeting applied Focus on cost control adopted company wide 1% reduction on 2011 budget	5% Cost Reduction (Non project and non-payroll)





## The Scottish FA Scoreboard Respected and Trusted to Lead

Level 1	Level 2	Current Position	2011	2015
An Environment of Trust, Respect and Confidence	Restructured Board and Committees	2010 AGM structures in place	New Board and Committee structure operational Support agreed for regions Updated Articles and Rules	Major review of Leadership and Governance Full Regional coverage of new support system
	New-style Judicial System	2010 AGM structures in place	New Judicial Panel System introduced suitably staffed with clear procedures	Major review of Judicial Panel performance
	Excellent Member and Customer Relations	No Communication Strategy. Registration information available but not used. No baseline customer survey	External communications strategy agreed Registration management information First satisfaction survey completed	Evaluation of External Communications Strategy Increased club use of extranet 50% improvement in Customer Satisfaction (from Survey)
	High Performing People	Annual Appraisal System (not 360°) IIP (2009) No succession plan	Leadership Development Programme in place Talent ID programme established Leadership and Development Plans in place for all levels of staff Implement staff feedback mechanism	Integrated Succession Plan Scottish FA to be in the top 30% of employers satisfaction index
	Committed to Equity	Policy published in 2008	Equity action plan published	Football open to all regardless of disability, gender, pregnancy, age and sexual orientation, gender reassignment, marital status, civil partnership status, race, religion, belief or ethnic or national origin Opportunity for everyone to fulfill their potential No discrimination





## Funding the Strategy 2011–2015





# An investment in knowledge always pays the best interest. Benjamin Franklin

Achieving our audacious goals will not be possible without considerable investment. On the basis that the view will be worth the climb, the support from the Scottish FA Board should be recognised as a huge catalyst for the change required.



In providing a more measurable strategic plan, the Board and football's other stakeholders will benefit from a more open, transparent and accountable reporting of how the funds are distributed, where more investment is needed and, ultimately, how successful that investment has been.

In total, investment in the strategic plan is expected to require an additional £15m over the first five years. Considering the Scottish FA's position of strength in negotiating its best-ever television contract, worth in the region of £50m between 2010 and 2014, plus the UEFA mandate for pooled commercial rights which should continue those levels of income until 2018, those funds are simply being reinvested in the game, this time with a greater focus on elite development and strategic performance.



The vast majority of the investment will be at the elite end; a commitment which has already manifest itself in the creation of a new Performance Strategy and the search for Scottish football's first ever Performance Director. It is estimated that enabling the national teams to qualify for major championship finals will cost in the region of an additional £10m over the next four years.

Similarly, doubling the number of recreational, or non-professional players, will also require an extra £3m of funding. This will be offset by a planned increase in annual commercial profits, around £1m of which will enable the Scottish FA to create the environment in which it will be respected and trusted to lead.

There are opportunities for revenue generation; not least by cultivating further our relationships with local and national government, partnership involvement, coaching courses, UEFA, FIFA and EU funding, Club Academy licenses and registration fees.



## Additional Net Costs (£000)

Level 1	Level 2	Net Costs 2011-2015
Scotland at major finals	Scotland winning	1219
	Higher standards	6474
	Future team growing	2003
	Home of great coaches	569
	Elite referees	242
	Sub-total	10507
Level 1	Level 2	Net Costs 2011-2015
Double the number of recreational players in non-professional football	Double sustainable participation in our game	158
	One national plan for the recreational game	325
	More attractive, modern game for all participants	435
	More talented, young players	1900
	Sub-total	2818
Level 1	Level 2	Net Costs 2011-2015
Increase profit by £1.5m for period 2011 to 2015	Increase 5 year profit by £1.35m by 2015	(1170)
	5% cost reduction	(110)
	Sub-total	(1280)
Level 1	Level 2	Net Costs 2011-2015
An environment of trust, respect and confidence	Restructured board and committees	50
	New judicial system	600
	Excellent member and customer relations	150
	High performing people	100
	Committed to equity	20
	Sub-total	920



## Additional Net Costs (£000)

Level 1	Level 2	Net Costs 2011-2015
Other areas	Additional IT requirements eg, CRM	500
	Corporate affairs	700
	Sub-total	1200
Additional Costs – 5 Years		Net Costs 2011-2015
	Total	14,165

## Opportunities for Increased Revenue

In addition to the revenue increases planned, there are opportunities for additional revenues, as yet not quantified through other areas such as:

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Registration fees, club academy licences and UEFA/EU funding

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Selected sponsorship of new activities, for example, Performance Leagues and National and Regional Centres

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Coaches Association and Continual Personal Development

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Partnership income – Performance Schools, National and Regional Centres, Referees, Extended Youth Action Plan

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New relationship with new government

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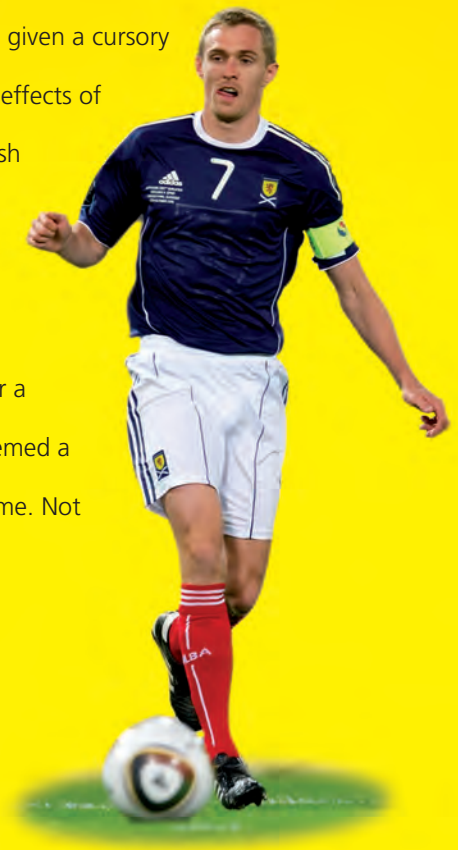
# Issues and Implications

Keep away from those who try to belittle  
your ambitions. Small people always do that,  
but the really great make you believe that  
you too can become great. Mark Twain

Setting audacious goals comes with inherent risks; not least failure or inability to deliver on the promise and the criticism that will inevitably follow. Yet, what is the point in compiling a new strategic plan that serves simply to accept mediocrity or embrace the average? Better to have tried and failed than never to have tried at all? That quote strikes at the Calvinist trait prevalent in our society: not to dream too wildly for fear of being perceived as arrogant or mad.

Scottish football, as the national game, deserves better than to be given a cursory tidy-up. The reality of now is that the game is suffering the corrosive effects of decades of inertia, uncertainty, vested interest and apathy. The Scottish Football Association will be criticised whether it does nothing or tries too hard. Better the latter.

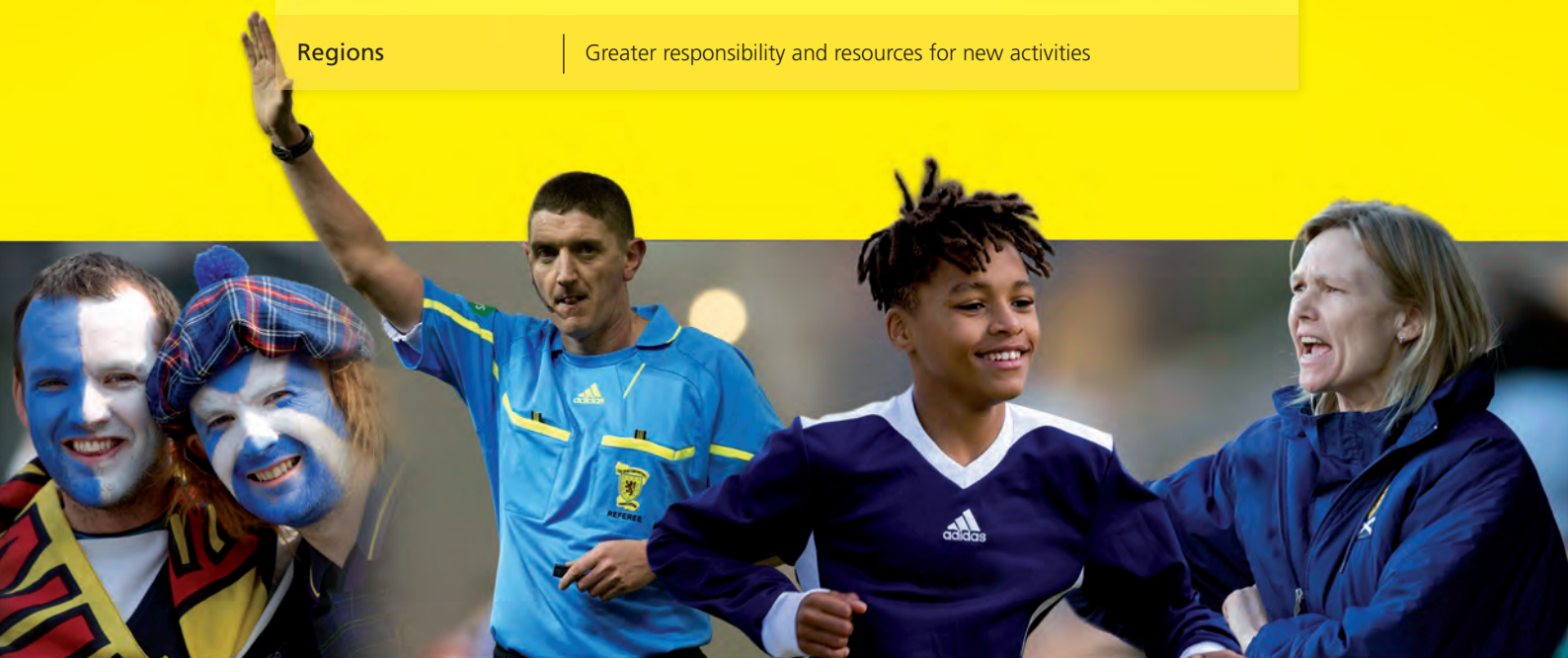
In order to convince the game's other stakeholders we first had to convince ourselves. That done, the argument became compelling. For a game accused of being mired in self-interest, 'what's in it for us?' seemed a good starting point in discussions with the great and good of the game. Not so much what's in it for us as, what if...?





## What's in it for Them?

Key Stakeholder Group	Benefits of Scottish FA Strategy
SFL / SPL	More, better players and referees; increased club revenue opportunities; strong community focus
Senior Clubs	Increased participation; more, better players; increased revenue potential
Recreational Clubs	Increased participation; strong community focus
ANAs	Increased focus through Non-Professional Board
Players	Better talent development and infrastructure for quality development; better career prospects; more fun
Supporters	Higher standard of entertainment and competitive intensity of fixtures; more stable game
National Government	National sport growing and winning; many social issues addressed
Sponsors	Association with growing, vibrant sport with opportunities for growth and increased returns
Coaches	Higher levels of support; Increased representation; Improved career prospects
Referees	More integrated into the game; increased numbers; greater development support
Scottish FA Officials	Recognised as leading real change; new governance structure
Scottish FA Staff	Being part of a culture of performance; opportunities for growth
Volunteers	Proud to be part of the change; Increased resources for activities
Regions	Greater responsibility and resources for new activities





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