THE POWER OF FOOTBALL STRATEGIC PLAN 2021-2025

GROW

INTRODUCTION

The power of football transmits throughout the country and its diverse communities; it creates lifelong friendships and memories and inspires achievement and celebration.

The Scottish FA's Power of Football strategic plan has been developed, in partnership with UEFA GROW, to harness the many ways in which people engage with our national game: from the first touch in the school playground, to a career on or off the pitch, and to the memories that rekindle a lifelong love of the game.

SCOTTISH FOOTBALL PROVIDES A UNIQUE PLATFORM ON WHICH TO CULTIVATE AMBITION FOR ALL.

This is our commitment to building on the successes of our men's and women's national teams, our manifesto to encourage future generations to play freely and safely, whilst showcasing the many ways in which football can improve everyday health, education and wellbeing in Scotland.

The Power of Football will fuel our ambitions and our objectives until 2025 and beyond. It will allow us to tell the compelling story of Scottish football at all levels and encourage others to play their part in its future success.

We will plan for a vibrant future, overcoming the significant impact COVID-19 has had on our national sport at all levels, from finances, to participation to supporters being unable to take their seat and cheer on the team they love.

The Scottish FA publishes this strategic plan in conjunction with UEFA's Football Federations of the Future framework. Through the Power of Football, we aspire to make Scottish football relevant to new generations through innovation and technology, yet still resonant to those for whom it remains a way of life.

WE WILL HARNESS THE NATION'S LOVE OF THE GAME THROUGH ITS UNIQUE UNIFYING POWERS

THE STORY SO FAR

The Scottish FA has helped deliver real progress on and off the field for the national sport in the past five years:

1 *Scottish Women's A National Team qualification for* **UEFA EURO 2017** *and the* **FIFA Women's World Cup in 2019**

2 *Men's A National Team qualification for* **UEFA EURO 2020**

3 *National Teams based at* **Oriam, the National Performance Centre**

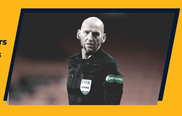
4 *Performance School graduates now playing* **first-team football in Scotland and beyond,** *and representing Scotland in* **National Youth Teams**

5 *Scottish football's social return on investment over* **£1bn**

6 *Creation of equality strategy* **Football Unites** *and world's first* **Para Football Affiliated National Association**

7 *Scotland Supporters Club among the biggest in Europe –* **25,000**

8 **150,000 registered players**
17,000 registered female players
10,000 active qualified coaches
2193 match officials
89,000 volunteers
2400 clubs



9 **Ownership** *of Hampden Park*

10 **Safeguarding** *against COVID-19*

11 **Children's Wellbeing and Protection** *framework created*

POWER OF FOOTBALL PLAN

VISION

Harness the power of football to inspire the nation, transform lives and build a united and successful game

MISSION

Protect, develop and promote football for all, so current and future generations can enjoy and love our national game

VALUES

Focused | **Connected** | **Respectful** | **Leading**

STRATEGIC PILLARS

- ***Qualify consistently and compete in major tournaments***
- ***Accelerate the growth of girls' and women's football***
- ***Inspire the nation through lifelong participation***
- ***Deliver a world-leading coach education and development system***
- ***Modernise the Home of Scottish Football***
- ***Connect Scottish football's diverse communities***

GAME CHANGERS

Our new strategy contains six ambitious game changing objectives, each identified as key to maximising the power of football for all.

They are ambitious yet achievable and designed to focus the Scottish FA on its remit as the custodians of the national game at all levels, from professional to grassroots.

Success will only be achieved with an inclusive approach: from government and local authorities, league bodies, clubs, coaches, match officials, players, parents, volunteers and of course the supporters who are the cornerstone of all that we aim to achieve.

Alongside our objectives, we have identified our strategic enablers: skills and values that will ultimately provide a framework for delivery against each game-changing objective.

QUALIFY CONSISTENTLY AND COMPETE IN MAJOR TOURNAMENTS

Cultivate a generation of exciting footballers to reach the top

To achieve this, we will provide an aspirational and inspirational experience for all players across our national teams.

We will support clubs in producing exciting and well-rounded players capable of performing on the international stage and among Europe's elite players.

We will also maximise international development opportunities at National Youth Team level.

ACCELERATE THE GROWTH OF GIRLS' AND WOMEN'S FOOTBALL

Taking the game to the next level domestically and internationally

Women's football has undergone transformational change, following in back-to-back qualifications for UEFA EURO 2017 and the FIFA World Cup in 2019.

We want to maximise the impact of SWNT success by developing and implementing a long-term strategy aimed at growing participation among girls and women and supporting a pipeline of talent vibrant domestic competitions and performance programmes.

We will establish an improved governance structure for the women's game to inspire future leaders to help deliver thriving competitions and participation programmes.

We will also support commercial growth by cultivating brand partnerships and sponsorships that can help amplify the game and showcase its most talented players and coaches.

INSPIRE THE NATION THROUGH LIFELONG PARTICIPATION

National Game open and accessible to more people more often

Participation will remain a cornerstone of the work we will deliver. We have committed to creating a dedicated long-term participation strategy, Football For All.

To deliver this we will enable the development of a nationwide network of community football clubs supported through the creation of a new club and member services programme to ensure resilience, growth and long-term sustainability.

To inspire the next generation we will launch a new Football in Schools programme available to all Primary Schools across Scotland providing free resources and training, creating more opportunities and pathways into lifelong participation for all children.

DELIVER A WORLD-LEADING COACH EDUCATION AND DEVELOPMENT SYSTEM

Implement an innovative coach education and development pathway

Our aim is to build on the Scottish FA's renowned Coach Education and development system through improved collaboration, insight and innovation.

We will embed a reality-based education methodology and add value through providing improved online capability, increased use of technology and introducing specialist pathways that engage and assist coaches, specialists, volunteers, parents and players to improve our game.

We will also strengthen our Coach Education and Development offering further through working in partnership with Edinburgh Napier University to develop accessible degree level courses, provide a greater range of support resources and to ensure we are at the forefront of best practice in the field of coach education and development.

MODERNISE THE HOME OF SCOTTISH FOOTBALL

Create a sustainable future for the national stadium

Hampden Park is an iconic national stadium and we want to create a new vision as a year-round entertainment venue that provides community benefit.

This will require investment but also strategic partnerships to make Hampden a vibrant home for football but also for health, education and wellbeing.

We strive to improve the fan experience and create a venue the country can be proud of and part of for generations to come.

CONNECT SCOTTISH FOOTBALL'S DIVERSE COMMUNITY

Digital transformation of the football engagement journey

Millions of people interact with the national sport in a variety of ways. It is our ambition to provide tailored pathways to each individual, and add value to their experience, whether they aspire to play, support or become a match official.

We want to create a Scottish football passport that enables people to experience a lifelong football journey, their way.

Through increased use of data and insight we will connect the diverse Scottish football community and establish new ways to engage the fan base and wider community within a multi-layered membership model.

ENABLERS

A

A CULTURE OF INCLUSIVITY, SAFETY AND WELLBEING

We want to reinforce the mental as well as physical benefits of the national game and demonstrate that football is safe and open to all, with no boundaries nor limitations. Our game embraces all cultures and thrives on the input of diverse skills and backgrounds.

DIVERSE AND HIGH-PERFORMING PEOPLE

We want the best for the people that make football happen. We will invest in the personal and professional development of our workforce and ensure that football is reflective of Scotland's society from the boardroom to the dressing room.

B

C

DATA-LED DECISION-MAKING

The Scottish FA is almost 150 years old but embraces the challenge to evolve and find relevance among new audiences. Our decisions will be data-led and use insight to find innovative ways of improving the game.

EFFECTIVE PROJECT DELIVERY

We have an extensive to-do list at all times but the Goals enable us to give greater focus to the projects that really matter. To achieve our ambitions, we will work efficiently and effectively as an organisation and with relevant partners.

D

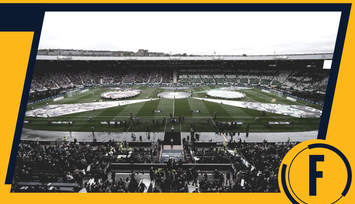
E

COMMERCIAL GROWTH

To grow we must invest and that requires commercial innovation. We will showcase the Power of Football to partners and sponsors and make them part of a compelling journey.

BEST PRACTICE GOVERNANCE

We will lead the game with transparency and integrity, ensuring our processes and systems remain robust and reviewed in line with the highest standards of modern governance.



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THE POWER OF FOOTBALL WILL FUEL OUR AMBITIONS, ALLOW US TO TELL THE COMPELLING STORY OF SCOTTISH FOOTBALL AT ALL LEVELS, AND ENCOURAGE OTHERS TO PLAY THEIR PART IN ITS FUTURE SUCCESS.