



# SCOTLAND UNITED A 2020 VISION 2015 – 2020





# Scotland United • A 2020 Vision

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## Introduction

THE SCOTTISH FA PUBLISHED **SCOTLAND UNITED: A 2020 VISION** in March 2011 with the aim of steering the national game towards a more prosperous future at all levels. It was designed to provide a vision, values and a set of ambitious but achievable goals that the governing body – and, for that matter, the wider football fraternity – would use to implement the many recommendations laid down by the former First Minister, Henry McLeish, in his **Review of Scottish Football**.

I am proud to say that together we have ensured that the vast majority – more than 95% – of McLeish’s 103 recommendations have either been completed or are in-progress.

The publication of this updated and revised version is a commitment to the next stage of the journey towards that 2020 Vision.

Our story so far is one of modernisation, implementation and collaboration. The landscape of Scottish football is far more encouraging than when the Scottish FA first commissioned the McLeish Review of Scottish Football to lay bare the reality of what had become a stagnant national game; one devoid of innovation and expectation.

With the co-operation of our network of clubs, affiliated bodies and other football stakeholders, we have successfully implemented a series of measures that already have paid dividends in the areas of **Grassroots, Performance and Governance**.

The challenge now is to review that undoubted progress, to evaluate key areas of investment and to work hard with the many areas of the game to achieve the ultimate vision of seeing all our national teams – men’s and women’s, boys’ and girls’ – qualify regularly for major tournament finals, with hearty representation from a vibrant Scottish Premiership and supplemented by a productive pathway from grassroots.

A more effective and efficient relationship with the Scottish Government has enabled us to secure the crown jewel of our Performance Strategy: the building of the **National Performance Centre for Sport** at Heriot-Watt University. This will provide a first-class facility for all our national teams, using the best in indoor and outdoor pitch provision, sports science and medicine.

The creation of our seven **Regional Performance Schools** has also been a major breakthrough. Over the four years of the project, the Scottish FA will have identified and cultivated almost 500 of the country’s most promising talents, both girls and boys, from 12 years old and with the help of their clubs provide an additional eight hours of quality skills development for each young player: an essential boost in the quest to achieve the established 10,000 hours of practice to achieve excellence.

It is our intention that come 2020, both our men’s and women’s A squads will have representation from these schools, with a healthy number graduating through our national youth teams.

We can also be uplifted by the continual improvement of our senior teams. Success of the Scotland men’s team remains the single biggest barometer of the Scottish FA’s success as a national governing body and the impact made by **Gordon Strachan** since his arrival has given the whole nation renewed optimism for our UEFA Euro 2016 qualification campaign.

Our women’s team has performed magnificently under **Anna Signeul** and having missed out on qualifying for a major tournament by the last kick of the ball, it is only a matter of time before they make the quantum leap to the big stage.

We have now seen both our men’s and women’s youth teams qualify regularly for elite rounds and finals tournaments and regular exposure to this **Best v Best environment** will be a huge benefit to each player’s long-term development.

The creation of a single league body, the **Scottish Professional Football League**, has also enabled us to ensure a more efficient administration of our leagues, introduce the excitement of play-offs, while providing the comfort of a parachute payment for clubs leaving the top division through



130K  
REGISTERED  
PLAYERS  
DOUBLED FROM  
65,000

7  
REGIONAL  
PERFORMANCE  
SCHOOLS



relegation. This fairer distribution of wealth will also provide a more competitive top division.

In addition, the creation of the **Scottish Lowland Football League** has helped create a pathway for ambitious clubs to enter the senior game via our pyramid structure. The winners of the Scottish Highland Football League and Scottish Lowland Football League can play-off for the opportunity to earn promotion to the Scottish Professional Football League, a major breakthrough for member clubs with ambitions to fulfil their potential.

Underneath the new league body, a revised **Club Academy Scotland** – the development league set-up for our senior clubs – has facilitated the creation of new **Regional Academies**, with the Forth Valley collaboration between Falkirk, Stenhousemuir and East Stirlingshire providing a template for a modern academy infrastructure with a focus on more concentrated coaching provision for a smaller number of potentially elite players. The **Fife Regional Academy** has also been set up, involving Raith Rovers, Dunfermline, Cowdenbeath and East Fife.

We have worked in partnership with our affiliated bodies to harmonise the **grassroots pathway**. **One National Plan** has been bought into by all areas of the grassroots game, setting an agreed format of 4s, 7s and 11s at the key ages and stages of development. We have also successfully doubled the number of registered players from 65,000 to over 130,000.

Off the field, the creation of the **Judicial Panel** to deal with disciplinary matters more efficiently, independently and transparently has achieved its aims, with the turnaround of Fast Track cases within a week of the incident occurring achieving a success rate in excess of 90% each season.

A streamlined governance has reduced the main board and facilitated the inclusion of one **Independent Non-Executive Director**, with a second independent appointment imminent. The creation of **Professional** and **Non-Professional Game Boards** has also provided greater strategic focus and expertise in two very different areas of the game.

Of course, there is much work still to be done and the revised strategic plan will set our new goals in our four strategic areas – **Perform and Win, Strong Quality Growth, Improving Football's Finances** and **Leading the Game** – from 2015 to 2020. I am grateful to the many bodies, clubs, players, coaches, referees and volunteers whose collective efforts have taken us to our current position.

With a shared vision, passion and commitment to our national game I am sure that we can negotiate this critical next stage of the journey and move a step closer to achieving our ultimate ambition of making Scottish football great once again.

Stewart Regan  
CHIEF EXECUTIVE  
SCOTTISH FA



## Vision

**THE SCOTTISH FA LEADS THE NATIONAL GAME WITH INTEGRITY AND INNOVATION TO BREED A CULTURE OF PERFORMANCE, UNITY AND TRUST.**

## Values

Our **values** help shape our **strategic direction**. They outline the behaviours we expect of our staff throughout our organisation: from coaches, to office staff to our regional network of coaches, development officers and volunteers.

Equally, the values should be shared and conveyed by everyone in our national game at all levels, so we can work together to improve football at all levels behind **one common aim**.

### TRUSTED

*We are open, honest and trusted to do the right thing, in a manner that reflects the highest standards of integrity.*

### POSITIVE

*We are dynamic, enthusiastic and proactive in delivering the highest standards of performance.*

### PROFESSIONAL

*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

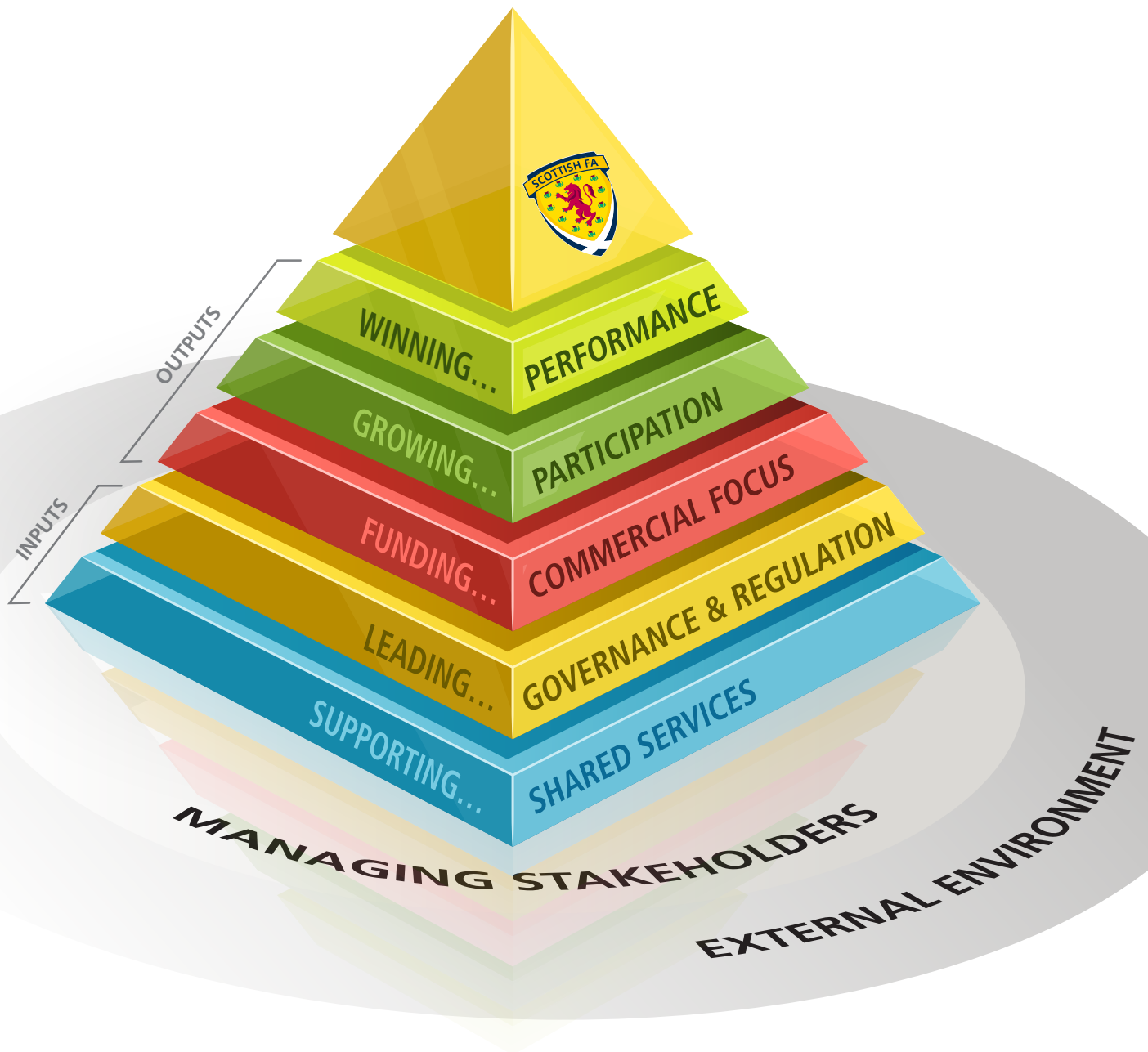
*We work together as a team, behaving in an equitable and inclusive manner.*

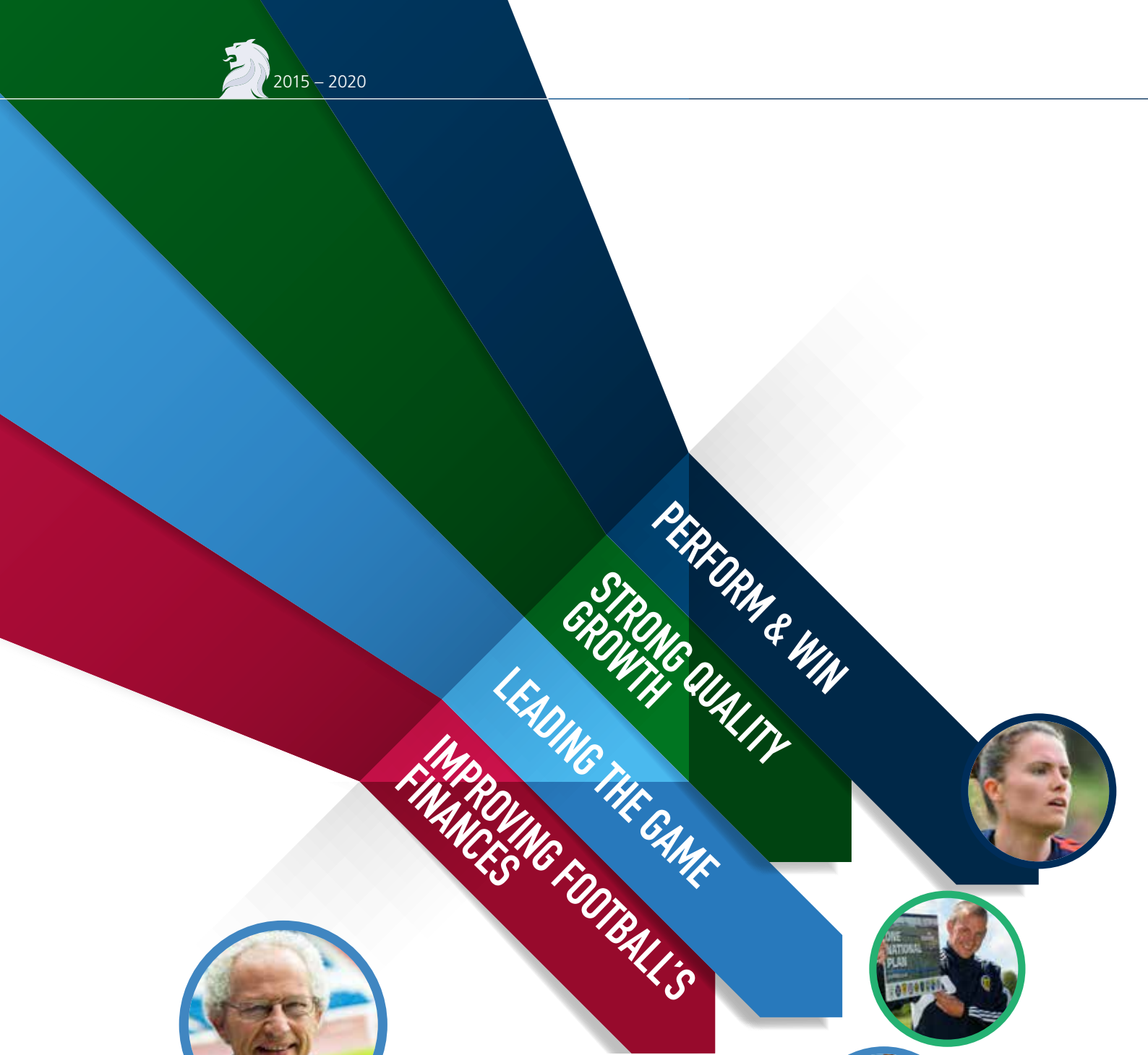
### PASSIONATE

*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.*





# 95%

**OF McLEISH  
RECOMMENDATIONS  
ARE COMPLETED  
OR UNDER WAY**





## Goals

Scotland United: A 2020 Vision exists to raise standards in the national game at all levels.

It is a framework for promoting, fostering and developing football in this country; from the elite end of the men's and women's international teams, to the pipeline of future talent emerging from our Regional Performance Schools, to those who simply want to play, coach and referee for fun.

Our strategic goals are aligned behind our four operational pillars:

**PERFORM AND WIN, STRONG QUALITY GROWTH, IMPROVING FOOTBALL'S FINANCES AND LEADING THE GAME.**

Within each area, the Scottish FA has set ambitious but realistic goals to continue our improvement. Since the publication of the original Scotland United: A 2020 Vision, we have achieved notable successes in all areas.

Moreover, our commitment to these objectives has ensured that more than 95% of the recommendations laid down by the former First Minister, Henry McLeish, in his two-part Review of Scottish Football, have either been completed or activated and under way.



*Coming together is a beginning; keeping together is progress; working together is success*  
– Henry Ford

## The story so far...

The initial progress of **Scotland United: A 2020 Vision** would not have been achieved without the support from our member clubs, our affiliated bodies, the league organisations, our sponsors and partners, colleagues in Scottish Government, both at local and national level, the media and of course our dedicated staff. We now have a solid platform on which to build future success, working in partnership at all levels of the game to ensure a vibrant national sport.

## Perform and Win



- Women's under-17s qualify for the UEFA European Championship finals



- Men's National Team climbing into top-40 in FIFA rankings
- Women's National Team climbing into top-25 of FIFA rankings
- Women's under-19s qualify for UEFA Euro Championship finals



- Commitment to build National Performance Centre at Heriot-Watt University in 2016



- Seven Regional Performance schools created for four-year project
- Club Academy Scotland bronze, silver, gold and platinum criteria rolled out

- Victory Shield success for Under-16s
- Men's under-17s reach semi-finals of UEFA European Championship finals
- Creation of new Regional Academies at Forth Valley and Fife



- Appointment of two Elite FIFA male referees and one Elite FIFA female referee
- Two referee education and recruitment officers employed

# Improving Football's Finances

**35,000  
SSC MEMBERS**



- William Hill multi-million pound sponsor of the Scottish Cup



- Scotland Supporters Club sold-out at 35,000 members

## IMG

- Domestic IMG Broadcasting deal for International Challenge Matches and Scottish Cup



- UEFA Centralised commercial deal worth in excess of £40m to 2018



**VAUXHALL**

- Vauxhall multi-million pound National Teams Sponsor



- Creation of Scottish FA Business Club



# Leading the Game

## 100% FAST TRACK CASES DETERMINED ON TIME

**WASH YOUR HANDS  
OF MATCH FIXING**

Call anonymously

**KEEP IT  
CLEAN**

- Launch of Keep It Clean campaign to tackle match-fixing, doping and other global threats
- Restructuring of main Board and creation of Professional and Non-Professional Game Boards
- 100% of Judicial Panel fast track cases determined on time

- Appointment of Compliance Officer and Director of Football Governance and Regulation

- Fully online national registration system



**NATIONAL FOOTBALL  
SURVEY**

- Publication of annual National Football Survey



**INVESTORS  
IN PEOPLE**

- IIP Bronze award



- Intermediate level Equality Standard

# Strong Quality Growth

**130,000**  
**REGISTERED**  
**PLAYERS**

**3,100**  
**REGISTERED**  
**REFEREES**

**400**  
**QUALITY MARK**  
**CLUBS**

- One National Plan embraced throughout the developmental game
- Number of registered players doubled from 65,000 to more than 130,000.



- Increased accessibility to football among ethnic groups and disability groups through equity policy
- Facilities Strategy delivered to improve number and quality of modern 3G facilities across Scotland
- Increased revenue generated by enhanced Coach Education provision
- SQA Referee Award delivered in 25 schools across all 6 Scottish FA regions



- 650 coaches registered for Continuous Personal Development

- Increase in number of girls and women's players

- Creation of 2020 Centres throughout Scotland to bridge gap between grassroots and performance



- More than 400 Quality Mark Clubs established, raising standards in the grassroots game

- Introduced Referee Awareness Course
- Achieved 3100 registered referees





*The achievements of an organisation are the results of the combined effort of each individual  
– Vince Lombardi*

## National Performance Centre

The National Performance Centre for Sport will provide a world-class platform on which to cultivate elite talent.

This multi-sport facility at Heriot-Watt University's Riccarton campus, Edinburgh, is due to be completed in 2016 and will be utilised by all our national teams, from the men's and women's senior international teams, to our age-group squads.

The £30m centre is the crown jewel of the Scottish FA's Performance Strategy, cultivating an environment of excellence, aspiration and achievement in line with academies such as Clairefontaine in France, Coverciano in Italy and the KNVB Football Academy in Zeist.

As well as an outdoor **replica of the Hampden Park pitch**, the National Performance Centre for Sport will have a 500-seater indoor football stadium, two rugby pitches, three tennis courts and a nine-court sports hall, as well as housing the best in sport science, sports medicine and physiotherapy.

The NPCS will also support the high performance needs of rugby and volleyball, while offering additional dedicated support to athletics, badminton, basketball, cricket, fencing, handball, hockey, netball, shinty and squash.





## Hampden Park host venue for UEFA Euro 2020

The Scottish FA and the entire Glasgow UEFA Euro 2020 bid team were delighted to have successfully bid to become a host city for the European Championships' 60th anniversary. The UEFA Executive Committee awarded Glasgow and Hampden Park a Standard Package of three group-stage matches and one knockout phase match. It means the city of Glasgow and the national stadium will be one of 13 host city venues for the showpiece event, selected by the UEFA ExCo from 19 submissions from across Europe. The bid was collaborative effort involving the Scottish FA, Scottish Government, Glasgow City Council, Glasgow City Marketing Bureau, EventScotland and Hampden Park Ltd.

Stewart Regan, Scottish FA Chief Executive, believes the host city status will help realise the Association's strategic vision. "It is wonderful news," he said. "I believe Glasgow and Hampden Park will throw a fitting birthday party for the European Championships and I know the whole country will make it an occasion to remember.

"We have worked hard to establish our strategic plan and this announcement – coupled with the construction of the National Performance Centre for Sport - gives us a perfect platform on which to realise our ambitions. It would be great if Scotland can qualify for Euro 2020, playing in front of a full house at Hampden Park with a successful national team represented by graduates from our Performance Schools."



*Together, we will strive to continue our improvement of Scottish football by setting new goals and challenges within the four key pillars of the game.*

## Perform and Win

### LEVEL ONE

**MAKE SCOTLAND A WORLD-CLASS FOOTBALL NATION, QUALIFYING FOR MAJOR TOURNAMENT FINALS, FOUNDED ON A SUCCESSFUL PERFORMANCE CULTURE**



### LEVEL TWO

#### National Teams Success

- Men's team qualify for two out of the next three major tournaments
- Women's team qualify for UEFA Euro 2017 finals and FIFA World Cup 2019
- Increase National Youth Teams' Elite Round and finals qualification
- Increased win ratio against higher-ranked opposition

#### Elite Player Development

- Evaluate data on Performance School progress
- Victory Shield squad to contain 50% of Performance School players
- Subsequent representation at all NYT levels
- At least 75% of under-21 players are regular starters for their clubs
- Increase game time for elite youth players via development loans

#### Improving Performance

- Opening of the National Performance Centre for Sport at Heriot-Watt University, Edinburgh
- Continuous improvement of Club Academy Scotland with reward for development of home-grown Scottish talent through MPO's (Measurable Performance Outcomes)
- Assess impact of Regional Academy programme and adapt as required
- Maintain two male and one female Elite FIFA Referees
- Widen Performance Strategy philosophy to other key groups in sport, and to public and private sectors
- Focus and invest in Performance Analysis

#### Home of Great Coaching

- Develop a digital community of elite Scottish and international coaches
- Improve knowledge and reputation of Scottish FA Coach Education programme outwith Scotland
- Refine and enhance Pro, A, B and Goalkeeping licences to become best-in-class





*The Board, staff and members of the Scottish FA have worked in partnership to review the achievements so far and to map out the next part of our journey, one which we believe will culminate in the realisation of our 2020 Vision.*



## Growing the Game

### LEVEL ONE

Provide the opportunities and the facilities to make the national sport accessible to all.

### LEVEL TWO

#### Encourage greater participation

- Grow the number of players, coaches, referees and volunteers in the recreational game
- Encourage more girls and women to play football
- Demonstrate growth in diversity among ethnic and disability groups
- Assist in drive for increased Physical Education in schools

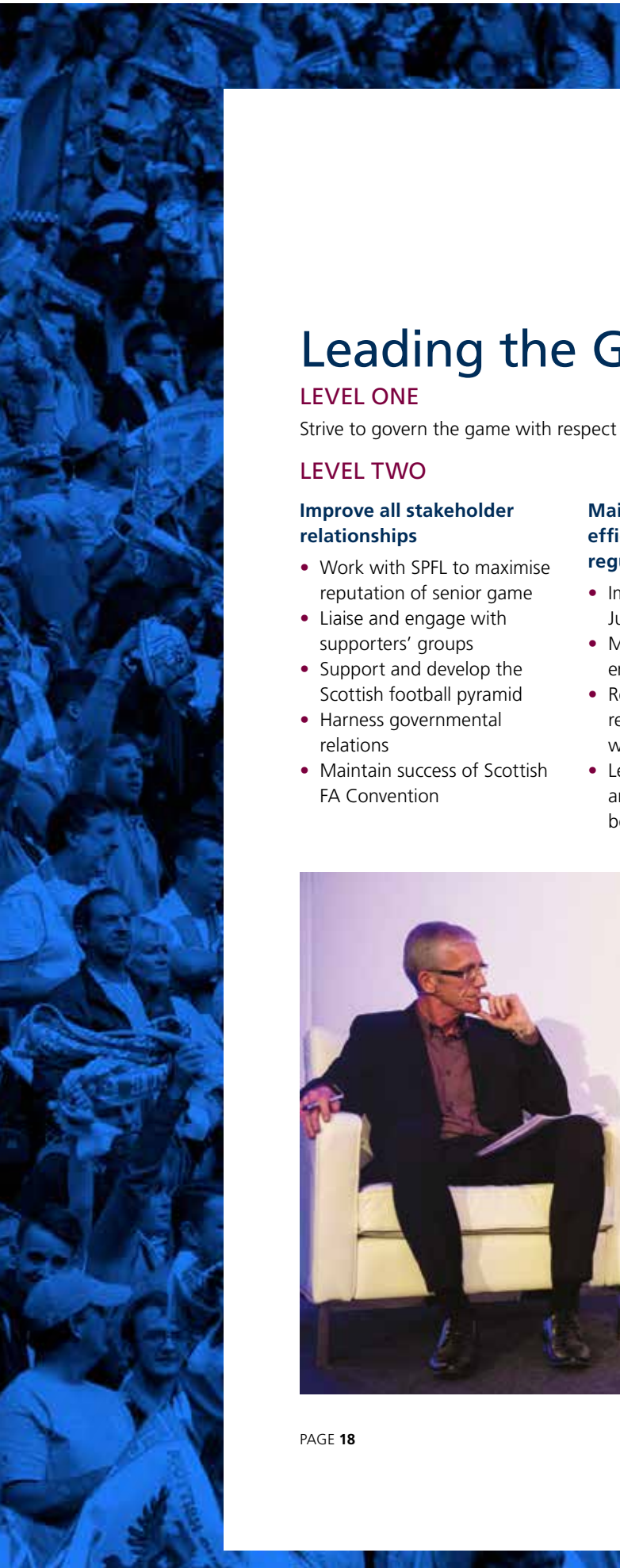
#### Provide better year-round facilities

- Work with Local Authorities to open up school estates
- Deliver 300 3G surfaces by 2018
- Develop Futsal provision in schools
- Encourage recreational game to adopt change of season (March to November)

#### Monitor football's pathway

- Work closely with Affiliated National Associations to provide a pipeline of talent
- Harness relationship between Grassroots and Performance areas
- Ensure adequate relocation from the elite pathway to amateur game





# Leading the Game

## LEVEL ONE

Strive to govern the game with respect and trust

## LEVEL TWO

### Improve all stakeholder relationships

- Work with SPFL to maximise reputation of senior game
- Liaise and engage with supporters' groups
- Support and develop the Scottish football pyramid
- Harness governmental relations
- Maintain success of Scottish FA Convention

### Maintain effective and efficient rules and regulations

- Improve Fast Track and Judicial Panel efficiency
- Monitor Judicial Panel list to ensure balanced representation
- Review breadth of regulations in conjunction with key stakeholders
- Lead on integrity-related areas including match-fixing, betting and anti-doping

### Demonstrate top-class leadership

- Modernise Scottish FA Council to be fully representative across the wider football family
- Increase independent representation on the Board
- Improve diversity of Main Board, sub-boards and Council
- Introduce a leadership programme for staff and members





# Improving Football's Finances

## LEVEL ONE

Help support and cultivate a sustainable game

## LEVEL TWO

### Increase Scottish Football's Revenue

- Retain existing and develop new commercial inventory
- Build stronger partnerships across public and private sectors
- Reinvest additional revenue from qualification back into the game
- Stage major international and domestic events
- Develop a profitable and marketable licensing strategy

### Invest and procure efficiently

- Develop a Scottish FA Group ethos to future commercial discussions
- Demonstrate first-class planning and processing of budgetary spend
- Make sustainable savings on group-wide procurement
- Develop and demonstrate a group wide value-for-money culture

### Aspire to grow through innovation

- Monetise and expand on digital assets and platforms
- Devise future strategy for Hampden Park
- Utilise untapped archive potential
- Evolve Scotland Supporters Club and Business Club offerings



# SCOTLAND UNITED A 2020 VISION

2015 – 2020