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Part A

1. Conduct of the Review

Terms of Reference

The Review of Scottish Football was commissioned by the Scottish FA in May 2009. This report forms the first part of the review and deals exclusively with the grassroots, recreation and youth development of the game.

The report contains evidence about the condition of the game; an assessment of the problems, issues and challenges; a set of recommendations and some thoughts about how best we move the strategy forward. The starting point is the fact that as a football nation we are underperforming, underachieving and are under-invested. This means we are short on success. These are the gaps we have to close if our ambitions are to match our achievements.

The review and the report have been independently prepared.

This part of the review has three objectives. First, to provide an extensive review of grassroots football and youth development, linked to an examination of facilities and resources currently available for the development of players. Second, to undertake a critical analysis of the way in which young talent is identified, nurtured and developed: and wherever necessary the review called on the experience of other countries. Third, to look at the interface between the grassroots, recreation and youth development and the professional club game: and in this context the relationships between the SFA, SPL and the SFL. (For terms of reference see Appendix 1.)

Approach & method

The approach has been inclusive with a comprehensive dialogue based on the widest possible range of football interests consulted:

- ~ A series of meetings, interviews and evidence sessions with a broad range of football interests, both individuals and representatives of organisations
- ~ Meeting with the affiliates of the SFA, covering grassroots provision
- ~ A review of the literature, press coverage and media
- ~ A survey/questionnaire of all the SPL and SFL clubs based on a series of questions about the grassroots game
- ~ A survey/questionnaire of Scotland's 32 Local Councils again based on a series of questions about the grassroots game
- ~ An extensive programme of meetings with Government Ministers
- ~ Meetings with Government departments and agencies
- ~ Visits to six SPL and three SFL clubs involving Chairmen, Chief Executives, Managers and Coaches

- ~ Desktop work obtaining information and knowledge
- ~ Discussions with administrators from the SFA, SPL and SFL
- ~ Visits to the Dutch FA in Holland and Sporting Club Lisbon in Portugal
- ~ Fans, supporters and wider football interests-the public- including hundreds of e-mails

A list of meetings is attached in appendix 2

First part of a wider review

Any strategic review of football should start at the base of our national game.

The review is comprehensive, focused and evidence-based. We want to see a competitive, healthy and successful game which: attracts the widest possible involvement in the game; seeks success at every level; acknowledges the importance of the game to every community and every part of Scotland; is aware of the wider contribution the game makes to the improvement of the health, fitness and well-being of our nation; aspires to be a key part of a revolution in Scottish sport; understands the importance of the game for national pride and the Scotland brand; delivers financial success and sustainability; values the role the game plays in building character, respect, responsibility and confidence across the age groups, different social and economic needs and the sexes in every community in Scotland; consistently participates in and qualifies for European and World competitions at each level and for both sexes; continues to enjoy and contribute to the club game in Europe; respects and values the enormous contribution made by fans, supporters and communities the length and breadth of Scotland.

In their response to the Enterprise and Culture Committee of the Scottish Parliament Inquiry in to the game some years ago, Glasgow University set out a useful and concise series of aims and objectives:

The long term vision for Scottish football should be: regular participation by the national team in the final stages of major international tournaments; a thriving professional football sector, with clubs being secure financially and achieving well above the country's population weight in international club competitions; Scotland being recognised as a beacon of best practice in most aspects of football organisation by other football associations and bodies; the elite of Scottish footballers being regarded as top class players around the world and being sought by the best club sides in Europe; and all Scottish youth having the opportunity to train and play football in high quality facilities, at least the equal of the best of other western European countries.

The review reflects this and addresses an agenda for aspiration and achievement and, whilst rooted in optimism, it does acknowledge the realities of Scotland in 2010. In all of this our thinking has to be, **build from the base, build on the best and build for success**. The key to this is to **build on our talent**. This review, without apology, stresses time and time again the themes of **talent development, elite athletes and tapping potential**.

This review aims to provide a clear and easily understood narrative which will hopefully provide a real opportunity to build for success and find new ways of improving the National Game.

2. Scottish football facing the future

Introduction

The history of the Scottish Football Association from its inception in 1873 means different things to different people. But for most of us it is about passion and pride and a shared sense of how important the game is to the nation. Despite setbacks in our international and club history we remain committed to big ambitions and a determination to succeed. We are an astonishing football loving nation. Let us not forget the remarkable achievements that have taken place at Hampden Park over the years and have helped shape a nation that always thinks and sometimes performs above its weight. Some of the largest ever attendances ever recorded in the history of the game; the highest ever attendance for a UEFA competition match in the 1969-70 European Cup semi-final at Hampden Park when a record 136,505 people attended; the attendance of 149,415 for the Scotland vs. England match of 1937 at Hampden Park is a European record; the attendance of 146,433 for the 1937 Scottish Cup final between Celtic and Aberdeen is a European record for a club match. There has also been the hosting of iconic games, including what most people accept as being the most entertaining football match of all time: the European Cup final in 1960 between Real Madrid and Eintracht Frankfurt. We have one of the most fervent and loyal fan bases in the world; and have produced some outstanding players; and some memorable events such as Celtic's European Cup victory in 1967. (And for good measure, my old club, East Fife's Scottish Cup run in 1937/38 where attendances were nearly 600,000 and the gate money was £1000 in old money!) Perhaps this is a good time to reflect on all of this as the memories of the past fade and give way to the dreams of the future. We do live in a very different world. So what is it we want to achieve?

Some may argue that our expectations and ambitions are unrealistic and should be slimmed down especially when measured against the current condition of the game, our population size and harsh climate, our failure to qualify for international tournaments and more recently serious economic and financial problems.

But most people think we could do better and feel that we are under-performing and under-achieving and we should retain our ambitions and aspirations. There is no other sport in Scotland where the anticipation and expectation of success can grip the nation in the way football still does. It is this remarkable mix of pride and passion, mass interest and popularity and eternal optimism that underpins our national obsession with the game.

To achieve the success we desperately long for, we need to do certain things that make a difference. We require a disproportionate effort based on new ideas, financial investment, commitment and a tough, competitive and uncompromising mind-set. We simply have to make a bigger effort to be better. This will not be easy but it can be achieved. The rewards will be significant.

Overall, the game in Scotland, as defined by our failure to qualify for the World Cup and European Championships since 1998 and 1996 respectively and the lack of recent success in European competitions, reinforces the widely held belief the 'beautiful game' is underperforming.

Currently, there is a danger of undermining our confidence in our national game because of a combination of recession, the financial and banking crisis and its impact on clubs, the comparative progress other countries are making in their national game, a growing sense of frustration amongst fans and supporters, our national shortcomings as a sporting nation especially in relation to facilities and investment, our lack of a fitness and health culture and a fear of change in our mind-set.

However, we have to deal with longer-term structural problems. When measured against our extraordinary ambitions for our national game, there should be a real sense of urgency in moving ahead with practical reforms that tackle the real issues and which are based on evidence derived from every aspect of the game in Scotland. This anticipates that administrators and decision makers in the SPL, SFL and the Scottish FA will be willing to embrace change.

The aim is to create a better balance, relationship and fit between our aspirations, the current condition of the game, the financial challenges, tackling structural problems and our national and club performances. There is a massive gap between our ambitions and our achievements. It is this gap we have to close with the emphasis on raising our game rather than diminishing our ambitions!

This is the first part of a wider review and looks at the foundation of our game - the grassroots, recreation and youth development - which must be strengthened to enable sustainable success in the future. The key to this is talent. Talent does exist and there is no evidence to suggest that this is not the case.

There are, however serious weaknesses, in our current approach which prevent the identification and development of talent and the tapping of this potential to produce world-class footballers and elite athletes. Our expectations should remain high. The evidence would suggest that a great deal more could be done and this would have significant medium/long-term benefits for both our Club and National game. This is also the lesson to be learned from other countries.

There is though, a recognition that in modern Scotland there are other key organisations and bodies which will directly and significantly influence our ability to raise our game - in particular, Central and Local Government, Local Education Authorities and various Government bodies. That is why partnership working is so important. That is why the fitness, health and sport agenda is so important. That is why a closer and better relationship with Government is vital for youth and recreational development. That is why the Scottish FA has to acknowledge the need for a much more open, transparent, inclusive and partner-based approach.

A great deal has been achieved but a new scale of thinking is now required. There are choices to be made, each of which has consequences; let us not underestimate how difficult it is to deal with change. Individual or institutional inertia are easily understood - change is threatening, choices will have consequences for traditions and ways of working, cherished ideals, status and sometimes personal credibility. These issues are well understood.

Recommendations in this review are based on our ability to change and put the interests and ambitions of the National Game above the diverse and extensive range of narrow interests. The structure of the game in Scotland has been shaped over more than a century

and the modern game is now made up of an enormous number of clubs, individuals, organisations, affiliates and other interests. Our starting point has to be the fact that the result of our collective endeavours is not producing the success, performances and achievements that the people of Scotland rightly demand and expect. This has to be the unifying factor for those individuals and organisations that fear change!

There can be the counter argument that it is someone else's contribution that is deficient and - we end up allocating blame to others and exonerating ourselves in the process. The state of our national game is the concern and responsibility of everyone in the game. That is another good starting point. There is also evidence to suggest that a great deal of world class activity is taking place in our recreational and youth development, especially in terms of the excellent approaches to coaching - but this is not reflected in either the provision of facilities and football infrastructure, the structure and governance of the game surrounding it or any real sense of what a talent recognition and development model really needs.

So this report's recommendations must address some obvious issues: building up our football and facilities infrastructure; accelerating the sporting revolution the country badly needs; creating a more clearly defined and more effective talent recognition and development programme; changes to the way we finance this part of the game; widening the base of our recreational game; creating more shared responsibility between the SFA, SPL and SFL; building a stronger link between football and education; improving the pathway between the recreation and professional game; ensuring adequate safeguards for the rights of children and young people in the game; and facilitating a much more active and community based approach by professional clubs, especially in the Scottish Football League; and improving our strategic relations and building new partnerships with Government.

The future of football is also inextricably linked to other issues in Scotland. We need to build capacity and capability for the long term. The National Agenda for Sport is critical to the development of football - fitness, well-being, confidence and health, excellence and physical literacy. In those areas, football has a much bigger role to play.

We should accept that country size matters when it comes to European rankings. Very few countries significantly out perform their size when it comes to rankings. To do so requires special initiatives to achieve special outcomes+according to one international sports consultancy. High levels of skill, ambition and self belief are crucial and so is a supporting environment which enhances these qualities in the minds of players and does not undermine or diminish them.

Grassroots, recreation and youth development

There has been considerable progress in grassroots, recreational and youth development over the last few years: football activity, youth and schools football, physical literacy, player pathway, youth action plans, youth initiative and coaching technical developments. For this review, a paper 'Participation in Football' was prepared by the Scottish FA which reported on participation and activity across all areas of the game. **See appendix 3 - Participation in football.** Their figures suggest nearly 370,000 children, young people and adults of both sexes will play football in some form each year and this results in well over 30 million hours of physical activity each year. There are significant numbers participating in 'social programmes'. The overall figures are a conservative estimate as the assumptions on hours per week and weeks per year are probably at the low end of the scale to account for wide

variations in activity among these groups. It should also be noted that the figures cover activity delivered through football channels. It does not include, for example, any activity delivered through Active Schools coordinators or through the curriculum in schools.

Despite these significant achievements, it is clear that our national efforts still fall short of what is happening in other more successful countries and against our own understandable ambitions.

This review acknowledges the realities of Modern Scotland and seeks to provide a practical and pragmatic set of proposals which will start to tackle some of the outstanding issues and address three important gaps; aspiration, achievement and talent which in turn have led to a fourth, a performance gap. We have to narrow, then close these gaps if we are to achieve the success everyone associated with the game wishes to see.

This first part of the Review is all about building solid foundations upon which the rest of the game depends. To make progress, there has to be a better-developed understanding and sense of urgency about what is needed.

Talent development remains the key to future success and this, in turn, can only be achieved if football builds on the large number of children and young people, male and female, participating in the game at grassroots level. This requires clear pathways of progress through the very complex provision for youth development which currently exists and which links in a more transparent and intelligible way with our professional clubs and our international teams. This is the area where change is necessary and where a more focused mindset is required. This area of talent development is where more successful football nations have created a comparative competitive performance edge - this is the core issue and our biggest challenge.

Challenges and problems

Based on a comprehensive analysis of the evidence which has emerged from the review, a number of conclusions can be reached about the challenges and problems facing the game. (See evidence in part 2 ² The condition of the game in 2010+ and ³ Survey/questionnaire of professional clubs and Local Councils+) The weaknesses of the current set-up of the grassroots, youth and recreational game are:

- “ Lacks overall direction, focus, cohesion, strategic overview and coordination.
- “ Lacks a powerful and ambitious mission statement, declaration of intent or modus operandi as the basis of the road map for going forward. There is little sense of urgency. Our comparative competitive position is important as our perceived decline as a football nation has as much to do with how other countries are improving their game and moving ahead as it has to do with any decline we are experiencing.
- “ Lacks status within the game and is not given the degree of importance it deserves as the foundation for both the national and professional game.
- “ Lacks enough recognition and understanding and as a result importance within the governance structures of the National game.
- “ Lacks a properly integrated performance approach and often confuses quantity, high levels of activity and energy with progress and success and closing the achievement or performance gap – one exception to this is the vastly improved coaching system developed over nearly 20 years.

- “ Lacks any real sense of a national or collective mindset dedicated to talent recognition and development and as a result fails to develop and bring through the undoubted ability which exists in Scotland. We are not tapping the potential and as a consequence there is a talent gap between the youth development at grass-root levels and the performance and quality of players coming through to national and club level. A central aim of this review is to address this issue.
- “ Lacks adequate levels of finance, is not obtaining the maximum return on current spending and has no medium to long term investment programme. A great deal of the spend lacks transparency and sustainability. Much of the current Government spend supports social activity which may in turn not contribute to mainstream football objectives - however worthy these programmes are
- “ Lacks adequate provision of facilities and football infrastructure; in modern Scotland, the present provision is shocking relative to our ambitions for our national game and to the provision in other countries (even factoring in the size of population - for example the Scandinavian countries). In addition to the serious lack of overall provision and state-of-the-art facilities throughout Scotland, we have problems of availability, cost of use, poor quality, the chronic lack of access to school facilities outwith school hours and holidays and a crisis in relation to the lack of indoor facilities. The Winter we have just experienced reinforces that point. Some progress has been made with new facilities in Glasgow, Aberdeen, Dundee and Ravenscraig but this is not enough.
- “ Lacks as yet a total approach to and an embrace of the importance of sport in modern Scotland and the huge potential for football to lead the way to a fitter, healthier and more confident generation of children and young people. The game remains too exclusive and insular and should acknowledge that we are living in very different times. The game must adapt and modernise in this regard if we are to make any real progress. In a Scotland where sport is taken more seriously, the contribution football can make to transforming the lives of children and young people will be better recognised and appreciated. The numbers participating and networks into every community merely reinforce this point.
- “ Lacks a solid foundation within our schools and communities of children and young people who are fit, healthy and give a high priority to sport and well-being. Comparisons with other countries leave us with a mountain to climb and illustrate the benefit of larger numbers of fit and healthy children wanting to participate in sport
- “ Lacks a national consensus on the importance of health and sport in our national psyche and attitudes.
- “ Lacks a real understanding of the importance of talent and what being an elite athlete means and what we need to do to maximise the potential. Talent is the gold dust and we have to realise that talent has to be nurtured and developed to a much greater extent that we are currently doing. Defining what we are talking about is important and there has to be some serious thinking about what is involved in the process of taking natural ability through to successful outcomes at both international and club levels. There is a negative part of the Scottish culture which is thirled to the notion that we are a Jock Tamson's bairns which tends to make us frown on those who achieve and are successful, getting above yourself or the tall poppy syndrome. This attitude is holding us back; cutting down tall poppies should not be part of our thinking. Exceptional talent should have a prized and privileged position in Scotland. Our success at national and club level in every sport including football depends on a different approach being taken to talented children and young people. This is entirely consistent with the priority of widening the base of our recreational game, winning football success and matching if not overtaking some of our

international competitors. This approach does require significant investment and a different mindset.

The Core Areas of Concern

From the review, there is surprisingly an emerging consensus on the core areas of concern the game needs to tackle. Understandably, these core areas reflect the ongoing concerns of a broad cross-section of football interests and this helps give credibility to the recommendations being put forward later in the report.

- “ The need for a Vision, Mission, Statement of intent.
- “ **An overhaul of key parts of the current structure and organisation of recreational activity and in particular: primary school multi-skilled programmes; the relationship between football and sport in these early years; the 13s, 14s, and 15s within the youth initiative; the SSFA and the SYFA; the integration of the Women’s game; and the Academy programmes. See appendices 4 & 5**
- “ Facilities and Football infrastructure.
- “ The role of Government and Local Government
- “ Finance: new money ÷ partnership finance ÷ capital programme ÷ coordination ÷ long-term focus ÷ the football partnership ÷ transparency ÷ sustainability ÷ priorities ÷ stop the surveys and start the spending ÷ value for football, value for fans and value to the nation and the public ÷ return on investment ÷ new core relationship with government.
- “ Sustainable Investment and the medium term.
- “ Structure and Governance, especially the new regional structure: aligning of boundaries ÷ coordination of the game ÷ key to the recreational game ÷ organising finance ÷ identifying priorities ÷ collaboration ÷ long-term finance ÷ effective use of resources ÷ local government involvement (shared services agenda) ÷ greater focus for private finance and football investment.
- “ Sport ÷ health, fitness, well being ÷ physical literacy ÷ the confidence, self worth/esteem and aspirations agenda for children and young people ÷ the respect agenda ÷ and the role of football in delivering this.
- “ Developing community concepts and the role of the clubs.
- “ Performance development. How do we define progress and how do we measure it?
- “ Strategic relation. How do we deal with the complex world in which football operates?
- “ Talent recognition and development . dealing with gold dust (see below).
- “ The women’s game.
- “ International experience- the need to learn from the best models and examples.
- “ Fans, supporters and wider football interests?
- “ The Future: continuing financial pressure on clubs ÷ constraints on public finance ÷ the fitness revolution and the role of sport- the statistics are depressing ÷ new business model for clubs ÷ the growing impact of the women’s game ÷ more alternatives for children and young people- more choices ÷ the legacy of history ÷ greater competition and the continuing rise of other football nations ÷ pressure from England and the shadow

of our Auld Enemy/ neighbour ÷ changes in broadcasting ÷ social and economic change ÷ modernisation ÷ other countries starting from a more modern base with fewer problems to overcome ÷ changing the culture is the key ÷ pursuing success and excellence ÷ valuing achievement ÷ are we still hungry for success or are our football high points behind us?

Talent recognition and development

The overall aim is to expand the base of grassroots, recreational and youth development. A great deal of excellent work being done but we can do more. The wider the base the larger the pool of talent in every part of Scotland and for both sexes.

A new mindset is needed towards talent development and practical reforms designed to tap the potential and close the achievement gap at the highest levels of the game. A greater degree of innovation and investment by the professional clubs and the Scottish FA in how we deal with the basis of future success is required.

We should recognise the importance of the government and schools in building the health, fitness and sporting foundation for the development of talented players and elite athletes. We need a new approach to protect the rights of children and young people in the context of the responsibilities of the clubs. It is important to acknowledge that our professional clubs, in particular the SPL, are in a highly competitive business - Scotland, the United Kingdom, Europe and global - but that should not detract from a more collaborative approach to the identification and nurturing of talent and the development of a more shared responsibility for the development of that potential. Part of that has to involve the education, personal and wider developmental considerations of children and young people. As in most other areas of social policy that is built around a 'duty of care'.

The skill level of Scottish players is well below that of other comparable countries and Leagues. Young Scots spend less time practicing with a ball than those in Portugal, France, Holland and Spain and the average hours per week developing technical skills, is much lower in Scotland. We need to address more urgently and seriously a number of issues such as relationship with the ball and time spent (this relates to the accepted idea of 10,000 hours to create top-class elite athletes), character building, speed of thinking and tactical intelligence. The Dutch are particularly good at skills that complement the core including insight in the game and communication with and without the ball.

In this context, the issue of the 10,000 hours is very important as the standard for international elite athletes and for top-class skill development. This requires deliberate practice over a 10-year period which is 3 hours per day if we are to achieve expert international levels of performance. We cannot recreate street football in the old meaning of the phrase but we can create the conditions in which that level of familiarity with the ball alongside the development of natural ability and skills can take place - providing the benefits deriving from the old game but in a modern context. In terms of talent development there are no short cuts to success and achievement.

An acceptance of the idea that the quality of the recreational game (the foundation) will determine the quality of both the national game and the professional game is essential; that means a higher priority within our national thinking.

Shared responsibilities and a common purpose involving the SPL, SFL and Scottish FA will provide the maximum benefit for the nation.

From a coaching perspective, only a minority of youngsters who show initial signs of talent go on to become elite adult athletes. So there are important questions about the social and psychological abilities talented young players need to make it in the professional game. In this regard, there is general agreement that four social/psychological competencies are central to success in football. These are defined as psychological skills which athletes recognise and know how and when to make use of them. These are: discipline (hard work, dedication and sacrifices) • commitment (motivation required to pursue professional career and with the determination to succeed and need to set life objectives) • resilience (confidence-building and handling pressure, ability to bounce back after adversity) • social support (use this to develop resilience). This reinforces the importance of an integrated approach to talent development where the total and multiple needs of young people are catered for, not only as footballers but as citizens and individuals. The emphasis on linking education, football development and personal development together is a major thread running through the recommendations of this review - creating better players and better people.

We have to be aware of the stages of a successful transition from youth to professional football. First, the initiation phase where above-average technical ability and physical prowess is demonstrated. Second, the developmental phase where adolescent players join professional clubs. Third, mastery phase where all the social and psychological competencies are vital.

Our approach to talent development must be rooted, as most experts agree, in a model for high-performance team sport in which club Scotland needs to develop athletes and coaches • create a positive climate and culture • establish high-performance systems • and build a performance infrastructure+.

Learning from international experience is easy - but applying it to a country such as Scotland is much more difficult when you factor in culture and traditions. We have to overcome these difficulties and ensure that the best of international experience is used for the benefit of our game.

In this context positive elements of our current approach to youth and talent development - especially coaching - should be reinforced by looking at: Holland, France, Portugal and Spain (talent development and time on the ball); Scandinavian countries (infrastructure and facilities); some Eastern European countries (small countries overcoming adversity and size by self-belief and determination); the USA (elite athletes in a wide variety of sports); and Barcelona and Sporting Club Lisbon (Academies or Football Schools).

The Dutch approach can be captured by the following: they stress individual development and team development; youth development is a joint responsibility of the Association and the Clubs; the best players play with the best against the best; talented players have about 6 training sessions and 1 or 2 competitive games a week; and with well-educated and football-experienced coaches for talented players.

As part of a new look at developing talent, we need new working definitions of talent and related concepts and to be much clearer in the language we use to describe the pathways and processes that have become such an important part of our youth game. The continuum

covers a process from . early participation which is about fun and enjoyment . the first sign of natural ability - then ability with physical prowess- then talent with potential- then recognised talent - evolving to elite athlete. This is useful when measuring progress in performance and avoiding the dangers of using terms and definitions which do not adequately reflect reality and give us a basis for complacency and a false sense of progress and security.

Holland is also undertaking changes to the provision of youth development and in particular talent recognition and development. They are dealing with problems which are also evident in Scotland. There are three issues which need to be tackled. First, the lack of transparency and clarity in what is a complex and often confusing network of provision. Second, the lack of more shared responsibility, between the Professional clubs and the National authority, the SFA, in the player pathway for youth development. Third, there is a need for the Scottish FA to extend its role into certain parts of the youth process and to assume a greater degree of responsibility not only for rights and protection of children and young people in the game but also in terms of the content and pathway.

Put simply, there are certain parts of the youth development process, currently ranging from ages 3 to 19 which require a greater degree of scrutiny and should be shared responsibility between the Clubs and the SFA. In particular, we should be looking the age groups, under 13s 14s and 15s and in certain situations up to 18. In line with the Dutch, shared responsibility should be based on practical proposals, shared aspirations and shared initiatives.

The importance of talent cannot be overstated. Developing the talent and tapping potential of young people is vital to the future of our national game and professional clubs; but this has to be accompanied by a greater understanding on the part of the Games administrators, decision makers and financiers. The quality of our grassroots/recreational game will directly influence the quality of our club game. This thread of thinking is often overlooked.

We do have choices. We can carry on as we are, and to use a phrase we can get by with minimum change taking some tentative steps towards a better future. Or we can change our mindset, modernise our approach, sharpen our thinking and improve both our competitive edge and comparative international position. This is the way to achieve a world-class status. This of itself can never guarantee success in the highly competitive game of world and European football but without it we will never escape the current sense of underachievement, underperformance and lack of success.

The morale and mood of the game is not good but building momentum into our grassroots, recreational and youth game is a helpful place to start to build a new future. This has to be for the long term. We need to embrace how important football is not only for clubs but for communities and country. That is why we need to be more inclusive and less insular and defensive with often a rather narrow frame of reference. Part of this requires us to be constantly modernising our game and incorporating the best of European thinking.

The Ambition

Despite the substantial changes and reforms introduced in the past decade, which have greatly improved the grassroots including both the recreational game and youth development, a great deal more needs to be done. **There is no single idea or reform that will transform our game overnight** but the recommendations put forward in this report will

do a number of things: consolidate and give a cutting edge to many of the changes that have already taken place; introduce new and radical changes to improve our approach to developing talent and creating elite athletes; widen and deepen the base of our grassroots game; create a better understanding, more shared responsibilities and a higher level of cooperation in relation to the SFA, SPL and SFL; address the serious issues of facilities, finance and the game's strategic relations with government at all levels; and open up the game to a much more inclusive and demanding partnership with Sport, fitness and health.

We should not underestimate the importance of Government in all of this. There is a great deal more that football can do to improve its current position; but without a more effective partnership with government building the base of the game in Scotland - the foundations for long term success - will be an uphill struggle. Government has resources both physical and financial and is involved in every community of Scotland. There has to be a commonsense appreciation of this. **A new Football-Sport-Government partnership is essential.**

The Recommendations

The recommendations are based around the following: Football; Talent; Government; Facilities; Clubs; and Finance. These are distinct areas of interest but are very much inter-related in terms of who leads and who delivers.

FOOTBALL

1. The winter break/summer football idea, now being rolled out for the women's game should be extended to the youth game. We need to complete a process that is now underway. Football for children and young people in the winter months is a lottery based on availability of £g pitches indoor facilities and the attitude of local council Leisure Departments and schools. The winter of 2009/10 illustrates the problem, when tens of thousands of children and young people have been denied games and practice over a prolonged period. This is a serious disruption of interest and enthusiasm in the game. You cannot sustain the interest of children and young people on such a precarious basis.
2. We need to overhaul the structure and organisation of the grassroots, recreational and youth game with a particular emphasis on the following key aspects of the youth action plan, the youth pathways, youth partnerships and the youth initiative: the extent of primary school multi skill programmes; the relationship between football and sport in the early primary school years; the 13s, 14s and 15s within the youth initiative; the relationship between the SSFA and the SYFA; the integration and development of the women's game; the academy programme; the talent and elite athlete aspects of Scottish FA technical development centres and the regional advanced centres for ages 9/10 to 11/12 the gold dust approach and defining the pathways; the duty of care and the current provision for children and young people in the game; the symbolism and substance of the 10,000 hours of play and practice. **See attached diagrams of recreation activity, appendix 4 & 5.**
3. The objective of this review was not to concentrate in any great detail on the specific structure or workings of each of the key affiliates who together form the grass roots and recreation aspects of the game - Women, Youth, Juniors, Amateurs, Schools and Welfare. Their comments in evidence sessions were nevertheless illuminating and provided fascinating insights into the overall problems and challenges of the modern game and in particular the grass roots,

recreation and youth development. Some of their concerns have been acknowledged in the analysis and recommendations contained in this report. The Women's game does however represent an area of considerable success and distinct challenges which are discussed below. Like many parts of the Scottish FA structure, the affiliates have developed over time in specific ways and share many criticisms of the current set-up. Facilities are a problem, as is the ongoing issue of raising finance. Fragmentation and the increasing complexity of the grassroots game also represent challenges. What is not in doubt when you speak to representatives of the grassroots is their absolute dedication and commitment to the game and the wellbeing of the children, young people and adults involved in playing football. When you consider that over 1/3 of a million people play football in any one year in Scotland, then we owe a real debt of gratitude to these affiliates and the remarkable work they do. Across the board, the contribution of families, parents and volunteers is remarkable and this represents an unparalleled resource and an asset that should be developed further. Many of the comments from the affiliates will be of interest in the next phase of the review. The affiliates represent a powerful Community Alliance consistently working to strengthen the grassroots and recreation provision. The Scottish FA should regard these affiliates as an alliance and view in a more coherent manner their collective strengths and needs. They are a powerful force in the game and play a significant role in delivering a vast and diverse programme. The Scottish FA needs to work with them to: (a) Achieve more cooperation and clarity. (b) Encourage the SSFA and the SYFA to work more closely together with additional help and resources: the youth and school affiliates play a crucial role in the youth and talent development process. (c) Within the context of the new regional structure there is a greater opportunity for a more collaborative framework to be established which will allow youth and schools associations to build on their already impressive contribution to the game. Above all else, the Scottish FA should continue to build more trust and confidence between affiliates and between affiliates and other sections of the game. Using the term Community Alliance will help give a more positive shape and form to the massive contribution made by the affiliates.

4. The women's game has developed impressively with nearly 30,000 girls playing within schools. Helped by the programmes being run by McDonalds and the Bank of Scotland, there has been a 400% increase in the number of girls' teams being created. Recent investment has supported the infrastructure of girls/women's clubs while creating school/club links in order to provide a cohesive pathway for girls into SWF youth clubs. Further support will be delivered through the recently created Regional Structure. The National coach for girls' women's football works closely with the club coaches to support their continuing education and development. To further support and enhance the Scottish FA player pathway the SWF is seeking to establish a National Women's Football Academy and to further establish 6 Regional Football Academies for Women. The Academies will also support the youth and Women's 16+ squads in terms of qualification in UEFA and FIFA competitions. We should also recognise the important work being done by the SWF to tackle the sport, fitness, health and well being agenda now being implemented across Scotland and the impact this is having in transforming the lives of girls and young women. A great deal has been achieved but the SWF remains ambitious in its objectives and aspirations. They remain hugely enthusiastic and optimistic but recognise a number of significant challenges have to be faced. The SWF has a clear vision, for the future, a

number of significant achievements behind them, well thought-out aims, a number of well-developed programme goals and a very inclusive philosophy for reaching out to every part of Scotland and to every age group.

They also have a number of important issues which need to be addressed if momentum is to be maintained and the achievements made so far consolidated and built upon. These can be set out briefly as : the role of girls in the youth and talent development process; what does the Scottish FA want from the girls/women's programme; concern about the SFA's vision for the girls/women's game; concern that although SWF keen to be integrated they feel they have no real power or voice or recognition, lacking involvement in decision making. Despite their game moving at a quickening pace, they feel they do not have the resources to deliver and demand is outstripping supply. More needs to be done in the new regions to support player transition into formal club structure.

These issues are important and revolve around questions of structure, status, expectations, culture, success and finance. There exists considerable frustration at the lack of progress. The Scottish FA should set up a commission to review the current health of the girl/women's game, consider the issues that have been raised and to assess how best Scottish women's game can be taken forward.

5. The Disability Football programme is an important part of the SFA's commitment to encouraging those with disabilities/special needs - physical, sensory or learning or a mixture of all three - to participate in football. It is important to note that no matter a person's ability or disability they can access the game across Scotland. Programmes are being further developed to ensure that barriers to disability participation can be overcome. The success of the approach is underpinned by the Coaching Footballers with Disabilities certificate course.

The lack of competitive outlets can cause long term participation in the game to decline. The SFA's National Championships, Regional Squad programmes and the player pathway creating disability international squads have all had a very positive impact on the number of footballers with disabilities now playing the game in Scotland every week. The international programme has been very successful. The Scottish FA is now regarded on the world football stage as providing some of the best practice for the development of opportunities for those with disabilities.

It is hoped that the SFA's Disability Football programme will continue to develop over the next four years. The future of the programme will be shaped by the creation of a new 5-year disability development plan in 2011, together with a winning bid for the 2010 European Championships. There is no doubt about the importance of keeping the Scottish FA in the forefront of developing football opportunities for those people with disabilities and maintaining international recognition for this. Again, finance is a crucial part of success. The Scottish FA needs to ensure that adequate levels of finance are made available for health, personal development, self worth and equal opportunity reasons.

6. The Scottish FA needs to provide more coherence, focus, co-ordination, direction and clarity to youth development.
7. Within the structure of the game, we have to achieve more accountability, responsibility and transparency for youth development.
8. A small review group should be set up to look in detail at a number of related issues facing children and young people in youth and talent development - the

duty of care for children- their rights and proper protection; the role of families; the rights and responsibilities of the Professional Clubs; more transparency and proper oversight of the process; acknowledging there is a competitive market but with adequate safeguards and appropriate procedures.

It should also meet the need for a further and more in-depth look at the policies and procedures of regulating, compensating, nurturing, developing and financing children and young people in the youth development process, in particular the role of professional clubs and contact ages. The process should deliver the most talented young people . but at the same time ensuring fairness and efficiency, protecting the rights of children, safeguarding access to continuing education, addressing the high number of young people exiting the system and the consequences of this. Above all, the duty of care+must be properly exercised on their behalf and is administered by the most appropriate regulatory procedures and authority. More specifically, concerns are expressed by a significant number of people and clubs in the youth sector - wastage levels, leaving the game, education, payments to clubs (recent discussions on compensation) and the rights of children. It is important to remember the policies and regulations are often laid down by UEFA. Which in turn have to conform to law. The other problem relates to the respective powers of the SPL and SFL relative to the regulatory and oversight powers of the Scottish FA and the different age-levels at which policies apply.

9. We need to establish the 10,000 hours standard for top class skill development and this could best be handled by bringing together an expert group. The skill level of Scottish players is well below that of other comparable European Leagues. Young Scots spend less time practicing with the ball than those in Portugal, France and Holland. The average hours per week, working with the ball and developing technical skills, is much lower in Scotland.

The 10,000 hours issue remains an international benchmark for top-class skill development. There is need for deliberate practice and play over a 10 year period (3 hours a day). This is associated with expert international levels of performance. We cannot recreate street football but we can create the conditions to provide that level of intimacy with the ball and the developing of natural ability and skills, reinventing the benefits deriving from the old game but in a modern context. More investment and new ideas are needed to increase the amount of football and football practice involving young people. We need to replicate the higher standards found in other countries and other elite sports practices with a particular emphasis on relationship with the ball, character, speed of thinking and running and tactical intelligence - i.e. the intelligence of the game.

It has to be acknowledged that to achieve this outcome other recommendations on issues such as facilities will play a vital part.

10. The game needs a clearer definition of what terms mean within youth development and a reassessment of the continuum of %natural ability+-%talent+ %potential+ %elite+and the %youth pathway+process.
11. A clearer and more extensive role for the Scottish FA in relation to the National game, including youth development with particular reference to regulation, oversight and the safeguarding of the interests of children and young people (see later comments).

12. A definitive outline of objectives and planned outcomes to provide the context for both defining and measuring progress. There is a danger that we confuse quantity, energy and numbers with quality. We need planned development not chance development.
13. The Scottish FA should appoint a Performance Director to oversee a National Performance Framework which will stress objectives, national outcomes, national innovation and the monitoring and measuring of success. This will impact on our institutions, culture and practice at every level of the game. The new post will oversee our ambitious new academy network and have a direct role in the development of youth talent and elite athletes. The aim of our new approach should be to deal with emerging talent and to raise the technical ability of players across all levels of the game through training and lifestyle development of boys and girls. The Republic of Ireland have appointed Dutchman Wim Koevermans as their Performance Director. In Scotland, the Performance Director should oversee the most talented players - especially in the age group 11 to 16 years of age. This is an area where we need shared responsibility and closer cooperation between the Scottish FA and the Professional clubs.
14. Future Scottish international players should be carefully nurtured by the Scottish FA in cooperation with the SPL and the Premier League clubs to increase the number of players competing at international level and provide a hard focus on the top talent and their worth to the Nation. This should open new collaboration between the Scottish FA and the SPL clubs as is happening in Holland.
15. The Government, Scottish FA (especially the Regional Structure), SPL and SFL, Local Councils and comprehensive schools should develop new partnerships around the idea of %Contact/Service Centres+ This could be for sport and football and boost youth football and talent development as well as building a greater understanding and trust among the practitioners. We need to obtain more added value from what we do.
16. The Scottish FA should reward clubs for providing international players and increasing the proportion of young Scots who have come through the youth system into their first-team pools. Incentives should be developed, as part of the income distribution process within the game, for clubs to produce these home-grown first-team players. Developing home-grown talent is an important consideration for developing club and country.
17. The new Scottish FA Regions should be strengthened and become a more important part of the decision-making structure of the National game. This will bring more focus, coordination, transparency and understanding to the very complex, fragmented and intensive recreational game. It would also provide local accountability but with much firmer and more substantial links to the national set up. The result will be more added value from what is rightly regarded as a remarkable level of energy, activity and effort. **See appendix 6.**
18. The Scottish FA should establish Schools of Football/Football Academies based on developing centres of excellence . at least 20 comprehensive school based models which are integrated into the school curriculum and 5-10 based on the co-curricular (after-school/community based model). These would be based on the successful models in Edinburgh and Falkirk. These comprehensive schools will host select groups of children/young people with outstanding natural ability, talent and potential. The aim will be to produce elite footballers and elite athletes in an environment where there is integrated education and football provision.

Professional clubs, the Scottish FA and Education Authorities will drive forward this new approach to talent development. The distribution of the Football schools will be worked out on regional Structure based on location of clubs, numbers of young people, interests of schools and the current levels of participation. The new regional structure of the Scottish FA should play a lead role in this ambitious programme. This will represent a significant step forward in strengthening our talent pathway as well as providing a useful practical forum for closer partnership between the national game, professional clubs and the grassroots. **See appendix 7, Football Academies – an evaluation.**

19. We need to establish A National Academy of Football, the centre of football excellence, representing the very best modelled on the French experience at Clairefontaine. This would be more than a statement of intent from a football-loving nation. The National Centre would be a home for all levels of national teams both male and female. It would specialise in skills, techniques and sports science and would benefit from the best of Scottish and European coaching. There is no reason why it cannot become an international centre for coaching excellence and football thinking. It would also be used as an academy for the most talented children and young people. This would be a confident step forward and a new era in our self belief of what the game means to us and more importantly a statement of our ambitions.
20. Within the structure of the Scottish FA there should be a Professional Alliance and a Community Alliance, as in the FA review in England. The Community Alliance would incorporate recreational development, youth development, talent development. (This will be looked at as part of the next stage of the review which will look more closely at structure and governance.)
21. Create a more distinctive organisational niche for youth development in the structure with a view to better integration and to facilitate a more constructive relationship between the Leagues and the SFA. (Again, this idea will be developed further in the next part of the review.)
22. To make more sense of the youth development, a shared approach is required. In Holland, this is reasonably straightforward because they have two basic structures, professional and amateur, allowing the national authority to represent its interests in a simpler and more coherent fashion. Unlike Scotland where there is fragmentation and in some crucial areas a difficulty in working together at grassroots level.

There is no doubt that developing an integrated and inclusive youth development strategy is more difficult in Scotland. Clearly, we need to create a new dialogue within the grassroots of the game. If a greater degree of common purpose is achieved then this will help in making our structures more intelligible and our outcomes more productive.

The second level of reform requires the professional and part-professional clubs to take stock of the current plight of the game, especially in relation to talent identification and development and create a clearer sense of objectives and direction.

The third level will then bring the SFA, SPL and the SFL into a much more coherent dialogue about what is in the best interest of the national game. The way to achieve this more streamlined and integrated approach is to build trust and confidence through agreed shared ambitions, objectives, programmes and

outcomes, rather than protracted and abstract debates around changes to structures and governance of the game. **There has to be some urgency about what is being recommended.**

23. Establish a capability within the structure of the Scottish FA to deal more effectively with strategic relations. This should provide a much closer and productive link with Scotland's 32 Councils and the government. Firmer partnerships have to be established with other sports. The new Regional structure has a great deal to offer the game in this regard.
24. Fans and supporters should be better informed of what is happening in the grassroots game. There are wider considerations concerning fans, supporters and football interests which will be looked at in the next phase of the review when we consider the national and club game and the current relationships between the Football authorities and the organisations representing the fans and supporters. A more productive debate is required with the very people the game seeks to serve.
25. We need to ensure the SPL and the Scottish FA work more effectively together in joint efforts to extend the base of talent, nurture and grow the talent, identify real potential and to ensure a more successful pathway for talent to reach the top. This must always be done in a way that ensures the best interests and needs of the child or young person are always given the highest priority (the Dutch put significant emphasis on this). The concept of shared responsibility is in the national interest. Scottish football faces enormous challenges in a period of severe economic difficulties. There is a pressing need for more joint working.
26. We need shared responsibility for 13, 14, 15s involving the SPL, Scottish FA AND SFL
27. To expand the base of the game and aim to increase the numbers of children, young people and adults of both sexes playing football to 500,000 over the next five years from a current actual of 366,000 which is likely to be a conservative estimate.

TALENT

28. Every professional club to have a youth framework and talent development programme. We need an all-Scotland programme. Talent exists everywhere and needs an outlet to progress so that it can contribute to the quality of our national game.
29. We need a new concept of the 'golden pathway' which starts to bring together ideas and innovation to develop elite athletes and talent development; a clear and identifiable route through the recreational and grass-roots framework; ways of measuring success and performance levels; and treating our talented players at under 16 level as 'gold dust' and a new mind set within the highest levels of the game which accepts and endorses this approach.

This approach should be replicated within other sports. We need a new way of thinking where planned development replaces chance development in building world class players and elite athletes.

It is this area between the grass-roots recreation activity and the professional clubs where real change and progress has to take place. This is the weakest

part of the existing process and where we should be adding real value and getting more talented players through the process.

Scotland is traditionally not good at doing this. We talk a good game. We aspire to great things. But to achieve all of this we need to be remorselessly focussed, determined, enthused and be in for the long term and it requires investment.

30. The importance and status of youth and talent development must be raised because it remains the key to future success. This can only be achieved if football builds on the large numbers of children and young people, male and female, participating in the game at grassroots level. This in turn requires clear pathways for progress through the very complex provision for youth development. And we need more transparent and understandable links with our professional clubs and international teams. This is where change is needed. This area of talent development is where more successful football nations have a greater comparative competitive edge over Scotland.
31. We need to establish a more robust audit of talent development involving the SFA, the Professional clubs and key institutions in the youth development process

GOVERNMENT

32. Physical literacy should be established as a key concept in our schools, complementary to the terms of importance and the big idea to stimulate a renaissance in health and fitness
33. The Government has to drive forward a national revolution in sport and fitness which will see a valuable and expanding role for football.
34. The Government must look to football and other sports to help develop public and preventative health policies which promote health and well-being.
35. In schools, the Government needs to pursue in schools confidence-building in our children and young people linked to self esteem, self-belief and self-worth.
36. The Government must encourage nursery and primary schools and specific age groups, to become the focus for early involvement in sport, including football, under the concept of Active Enjoyment Centres (AEC). (Already taking place in Falkirk.)
37. The Government should extend PE provision based on PE Teachers/Advisers arranged around primary school clusters. (Already taking place in certain councils.)
38. The Government should establish Active Primary PE curricular programmes which focus on physical literacy. This is a programme which seeks to ensure that all children and young people have the skills and understanding necessary to live a physically active life. The programme in East Renfrewshire Council has Active Start-p1, Active Foundations- p2/3, Active Sports- p4/5/6 and Active teams-p7 (from fun to skills). **See appendix 8 – Letter from East Renfrewshire Council.**
39. The Government needs to open up every primary and comprehensive school in Scotland so that facilities and infrastructure can be used to maximum effect in developing both football and all sport. They exist in every community and surely represent the basic building blocks for increasing the provision of football/sport

facilities and infrastructure in every part of Scotland - nursery, primary, and secondary. Other education Institutions, such as colleges and universities should also play a part in this new deal approach to participation in sport. There are also outstanding sports facilities in our private fee-paying schools. There is no reason why they should not become involved in this wider use of facilities. Facilities should be available post-4pm, as well as weekends and holidays. There are over 2600 primary and secondary schools in Scotland and each of them represents a tremendous opportunity to build from the bottom up. **See appendices 9, 10, 11 & 12.**

40. The government needs to move quickly and decisively on curriculum development and include two periods of Physical Education (PE) so we can start to address issues of physical literacy and athleticism as well as overall health, fitness and well being.
41. The government needs to develop a more intense post-curriculum activity programme. Schools should be active sporting and football centres (ASCs or AFCs). This integrated approach is an integral part of modern thinking and building on the curriculum for excellence. We also need to adopt and develop the 5 hours of sport being considered in England.
42. We need better and broader partnerships with Local Councils, again accelerating some of the work needed on sports development and allowing the councils in a period of financial constraint to concentrate more on what their direct responsibilities are . namely, making schools more accessible, building new facilities, reviewing charging policy to no cost or low cost and curriculum development. This requires a bigger effort on %Strategic Relations+within the League set-up as well as the SFA. Local councils as both education authorities and local providers have a collective potential at regional and national level which is not yet being realised. The Scottish FA regional structure will provide a more effective way of getting councils to think more strategically and systematically about the chronic lack of facilities and may help to foster a more coordinated approach.
43. Councils and Government need to review urgently their policy towards the use of sports facilities. In addition to the serious lack of overall provision, we have serious problems of hours of availability, the often prohibitive cost of use, problems of access and a lack of priority being given to age groups who need it most. Failure to have open access to school facilities, the overall lack of quality provision of facilities and the barriers to using existing facilities all add up to a real indictment of our national commitment to sport and developing home grown talent. More effort must be made to ensure coordinated and more reasonable cost use of what, after all, are community assets..
44. We need a different relationship with Scottish Government especially in relation to joint programmes and further investment in football. A new focus on strategic relations and more effective liaison machinery with government will be vital. There is currently a good dialogue with Government and the important funding agencies. There is, however, a need to have more favourable service agreements with Government which allow us to secure more funding for %social and deprivation %programmes as well as direct financing of core areas of youth and talent development. Securing more home grown talent is a priority for every - one.

- 45.** The priority social programmes are vital for football and for the social and economic fabric of the nation. The role of the Government's cash back scheme is important in this regard. This source of cash represents a large proportion of football's annual income from Government. This income is likely to vary considerably and will depend on the proceeds of crime (currently one-sixth of the finance received) and our ability to win cash in competition with other sports. There is no guarantee that this large amount of social income will continue. We need to review these funds with Government.

FACILITIES

- 46.** New Partnerships are required between the game and those important organisations and institutions upon which the future of football will depend. For the whole of our grassroots, recreational and youth game this is absolutely vital. In this regard the football authorities must start to speak with a louder, coordinated and coherent voice if we are to bring some structure to our demands and some order to the diverse inputs of finance we receive from others.
- 47.** *Scotland needs at least a £400 million facilities and infrastructure programme for sport, including football, over the next ten years.*

There has to be a new and urgent focus on the facilities gap, the need for a medium-term capital programme and the ability to use revenue more imaginatively to help service long-term financial commitments. This is undoubtedly the responsibility of Central and Local Government.

However, football does have an important role to play. Our future as a football or sporting nation depends on the quality of facilities and infrastructure. Many of the improvements we seek at foundation level and which have knock-on effects throughout the game are to a large extent dependent on closing this gap, which is now reaching a crisis in Scotland.

Endless surveys have been done, identifying the scale and nature of the problem and there has been a great deal of talk about the need for action. We have now reached the point where this is more than a problem for local councils and local communities; it is now a national priority, demanding exceptional measures and a coming together of minds, money and momentum to find new ways of tackling this problem.

We need for the first time to bring together the disparate sources of current finance, the more effective coordination of planned government and local government spending, closer working with other sports and new sources of money in order to start to build a modern football and sports infrastructure in this country.

In this context, a new investment vehicle is needed to move this forward linked to an investor in Football/Sport strategy. An early summit on facilities with other sports bodies, Government, Local Government, Sports Scotland, The Football Partnership and the private sector should be organised. A long-term commitment to improving facilities is absolutely vital to the development of the game. Investment is the key.

We know the extent of the problem and there have been many previous reports, including the National Facilities Strategy prepared in 2006. Other sports have similar problems and it may well be the case that the overall solution is for multi-sport facilities to be built. This is an idea that appeals to Government who need

to have a broader and more inclusive approach. Football should be at the forefront of such a strategy. **See appendix 13, extract from Genisis report 2006 on 'National Facilities Strategy'.**

48. Football has to be a stronger advocate of the much-needed sporting revolution in Scotland, forging practical working relationships with other sports. For example, the facilities crisis requires the attention of everyone and the lack of home-grown talent is a common thread running through every sport. We tend to underestimate the powerful contribution to the lives of children and young people through an extensive network of provision, professionals and volunteers. Football needs to take itself more seriously and create more sophisticated and professional relationships with the whole sporting world and include government.

CLUBS

49. Our professional clubs and the Highland League, SOS and EOS should play a larger role in the development of talent and the grassroots of the game. Providing a new status for a new era, the clubs will need a more proactive engagement with their community. We need to develop the Sporting Clubq concept within the professional game and especially in relation to the SFL clubs.

These ideas will help boost the grassroots game and youth development and have a wider significance for the future of clubs which will be developed further in the next part of the review. One example is the creation of a Community Interest Company (CIC) at Stenhousemuir. New relationships with sport, the community and schools would lead to sharing facilities - boosting participation and recreation - using the benefits of the brand and local sentiment and support. A great deal of work is already being done by the Scottish Football League.

Different models will exist but they should all aimed at promoting football in a new, modern and more attractive light, helping to expand the base and get more children and young people involved in the game. Many clubs are doing this but a number are not. Finance from various sources will be needed but clubs must become more pro-active and put forward new and innovative ideas to generate both interest and finance. Reforming the approach of the football clubs builds on the idea of more family focus, adopts the Government's commitment to developing strong communities, strengthens the links with sport and will attract more children into the game. **See appendix 14, 15, 16.**

FINANCE

50. We need to make more effective use of existing finance, with less talk of grants and spending and more talk of investment and return
51. We need also to find new sources of funding - there is a real crisis of underfunding which needs to be addressed. Without this injection of finance, building a different future for the game will be difficult
52. A new and expanded role is needed for the Football Partnership. Set up after Devolution and a successor to the Football Trust, the Partnership has had some success but with encouragement, resources and a more innovative approach and more initiative from the Partnership itself a great deal more could be achieved. These are tough financial times in both the public and private sectors. Government budgets are under enormous pressure and finding new funds will be difficult as austerity measures make an impact especially after 2011 and the next

Comprehensive Spending Round. But in a curious way this is the time for the game to waken up to the fact that we will only win new support and finance for our grassroots provision if we are willing to innovate and change, come up with new ideas and present a powerful case for the role of football in an era where sport, fitness and health will be the key to a healthier and productive nation.

53. New ideas and mechanisms to secure Foundation level finance and investment for the youth and recreational game involving the Football Partnership, the Government, the Private sector and the Football Authorities can create a new brand of *Investor in Football*.

Investment

The recommendations will require investment and no one should be in any doubt that this will be tough. The current financial and economic conditions provide a real challenge and without this investment the grassroots, recreation and youth development aspects of the game will see little improvement. A combination of new money, a more effective and coordinated use of existing spend and new institutional and financial partnerships will provide the basis for the game to make progress.

Recent figures provided by the Scottish Government for the review suggest £5.726 million was spent in 2008/9 for football. In addition the Government invests in football facilities funding through the National and Regional Sports Facilities Strategy. ***See appendix 17 for financial report from Government.***

For this review, a paper *Participation in Football* was prepared which reported on participation and activity across all areas of the game. Scottish FA figures suggest nearly 370,000 children, young people and adults of both sexes will play football in some form each year and this results in well over 30 million hours of physical activity each year. There are significant numbers participating in *social programmes*. The overall figures are a conservative estimate as the assumptions on hours per week and weeks a year are probably at the low end of the scale to account for wide variations in activity among these groups. It should also be noted that the figures cover activity delivered through football channels. It does not include, for example, any activity delivered through Active Schools coordinators or through curriculum in schools.

A package of nearly £500 million for facilities and for youth and talent development, as well other significant improvements to the recreation and grassroots game over the next ten years, is needed:

- ~ £400 million for Facilities and Infrastructure.
- ~ £10 million additional spend continued over each of the next ten years.
- ~ £2-£3 million for School Football Academy programme.
- ~ £500,000 *Football Enterprise* programme aimed at the SFL clubs in particular.
- ~ £250,000 for Performance Framework.
- ~ Additional funding for the Women's game (to be considered as part of the commission).
- ~ More help incentives and encouragement for other affiliates as part of widening the base of involvement.

- ~ An investor in Football+strategy which will be based on new protocols, service agreements and a memo of understanding between the game and the Scottish Government and Local Government.
- ~ A review of football funding from the Government.
- ~ A reassessment of current private sector income to the recreation game.
- ~ A new look at finance generated within the Game and a re-ordering of some priorities.
- ~ A consideration of incentives within the current distribution of finance within the SFA.
- ~ A new partnership with Local Government as part of a new integrated approach based on the new Regional structure.
- ~ An early dialogue with other sports to establish joint action on a number of issues including facilities. We need to establish some powerful advocacy and create sustained momentum.
- ~ Using the Football Partnership, we need to attract new investment in to the game.

What should we expect from the changes?

HOW WILL SCOTLAND THE NATION BENEFIT?

- ~ We will have more talented young Scots - elite athletes - emerging from our improved and much more focused youth pathways, participating in our international teams and at club level. Our sights should be set on enriching and inspiring the game and providing better quality football and more value for money for our fans and supporters . as well as ò and securing more success where the Nation is enthused and proud of achievements.
- ~ We bring to an end our chronic underperformance and underachievement and our distinct lack of success in international football and at club levels. Consistency and sustainability will be the hallmarks of our future game. There is an acknowledgement, of course, that winning success is not guaranteed by more talented Scots coming through the youth development process but without this core element we are unlikely to achieve success. Every professional club is entitled to buy players and develop players from any part of the world but only Scots can play for this country!
- ~ We will expand our grassroots and recreation base and allow more children, young people and adults - male and female - to become involved in the game.
- ~ We will see much more cooperation and collaboration between the Scottish FA and the SPL/SFL clubs in the pursuit of national excellence.
- ~ We will become bigger players in the Sport and Health renaissance urgently needed in this country and become a key player in transforming the lives of children and young people
- ~ We will restore confidence in our national game and close the gap which currently exists between our national ambitions and our national performance/achievements
- ~ We will put the financial basis of grassroots football and youth development on to a stable and sustainable long term basis
- ~ We will achieve a real transformation in football facilities and infrastructure throughout the country in the next ten years
- ~ We will bring the whole diverse and disparate structure of the youth and recreational game into a more sensible and comprehensible framework

- “ We will arrive at the point where the %TALENT DEVELOPMENT-ELITE ATHLETE+mindset becomes our key and continuing objective in winning the success the nation so desperately wants to achieve.

Part B

3. Scottish Football – Framework and foundations

This framework provides more structure and explanation to the recommendations outlined in the previous chapter. And seeks to build on the progressive football reforms of the last decade, provide more depth, coherence, focus and direction and in particular achieve a transformation of our efforts to build an enduring talent-based football culture in Scotland. In this context, the current state of the game reinforces this sense of urgency. The intention is to simplify what we expect from all the partners involved in the process of transforming the current set up.

We need a more integrated approach to grass roots, recreation and youth development in which we prioritise the development of talent and elite athletes, widen the base of the game, increase the level of participation and improve the interface between the Scottish FA (national game) and the professional clubs.

This part of the review sets out the key building blocks of the structure from the bottom up and provides in clear terms what needs to be done and who should be in the lead. The future of the game depends on the ability of people, organisations, ideas and investment to come together in an unprecedented way. The simplified diagram outlined below identifies the building blocks, details who leads, and who needs to take responsibility for the changes.

Building the base

- “ The need for bigger partnership with government
- “ To become the key sports player in the fitness, health and well-being revolution
- “ Reach out to the world of sport
- “ Deal with the facilities and infrastructure issue- now a crisis
- “ The importance of schools in this renaissance
- “ The importance of integrated football and education
- “ Generating new finance for youth development both within and outwith the game and making more sense of current finance and investmentō a focus on value for money, return on investment and transparency
- “ An overhaul of key parts of the current structure-to tackle the weaknesses
- “ Make a serious effort to bring the best practice to a Scotland wide audience
- “ Serious long term commitment to sustainable change; a new mindset
- “ Have a clear vision for the future
- “ Construct well-conceived aims and outcomes

- “ Bringing structure, cohesion, direction and coordination to grassroots and recreation football
- “ Expanding the base of participation in the grassroots game
- “ More regard for children and young people in the pathway process in terms of rights , responsibilities and duty of care+
- “ Building trust and encouragement into what we do
- “ More direction for the youth game from the SFA
- “ Shared responsibility approach involving the SPL, SFL and Scottish FA especially in relation to the 13s, 14s and 15s
- “ A new sense of urgency from the administrators and decision makers in relation to the immediate challenges facing the youth game
- “ The modernisation and Europeanisation of our approach
- “ A more sustained and ambitious approach to the women’s game
- “ A new importance and status given to youth development and the talent process within the current structures of the game
- “ Acceptance that youth and talent development is about the medium to long term; that is why consistency, sustainability and consensus are so important alongside perseverance, determination and discipline.

Talent, Talent, Talent

Above all else, this review urges a radical rethink of how we identify, manage, value and develop talent with emphasis on the “gold dust” quality of elite young athletes and the intensity of attention and provision that we must give them if their potential is to be realised and for the benefit Scottish football, both the national and professional game. This is the distinguishing feature of comparisons between Scotland and our more successful competitor countries. Despite our deep-seated cultural ambivalence in Scotland to success, elites and the talented - the “we are a’ jock thamsons bairns” concept - we must now break out of this and accept our success now depends on a new mindset and the unashamed pursuit of excellence: building the base, identifying the talent and developing the potential.

THE INTENT

We should be in no doubt that change is necessary: to get more value from what we are currently doing; to strengthen the current pathways, initiatives and action plans; to introduce new reforms which will continue to modernise our approach and develop world class standards and quality; and more importantly embrace new and radical thinking in terms of talent development

TRUST

In the complex world of Scottish football with many conflicting interests, affiliates, clubs and vested interests, there is a danger that the ambitions and desired outcomes for our national game become blurred. There has to be a much greater degree of cooperation and

collaboration if we are to make real progress. What is in the best interests of Scottish football, the fans and the nation should always be the most important consideration.

Building a consensus:

There are, however, a number of self-evident truths about a direction of travel that we can all agree on:

- ~ Football needs to be part of the sporting revolution Scotland so badly needs
- ~ The transformation of the lives of children and young people and our contribution to fitness, health, wellbeing and confidence building are invaluable. This needs to be appreciated by a wider audience
- ~ Because of football's extensive networks, the potential role in the community is second to none
- ~ Government has to become a much stronger partner in terms of building the base and the basics
- ~ The lack of facilities and football infrastructure are at crisis point
- ~ The grassroots game and youth development are underfunded
- ~ The development of talent is the way forward
- ~ There is a lack of shared and measurable objectives and outcomes

Building from the bottom – the key elements

Parents, family and community will drive the Scottish sports, health, fitness and wellbeing revolution.

SCHOOLS (A)

- ~ Nursery and primary
- ~ Schools and age groups become focus for early involvement in sport including football under the concept of Active Enjoyment Centres (AECs) (in place in Falkirk)
- ~ PE provision based on PE teachers/advisers arranged around primary school clusters (already in place in Clackmannanshire)

SCHOOLS (B)

- ~ Active physical education curriculum for primary 1 to 7 (see appendix x)
- ~ To develop movement and physical literacy
- ~ Measure progress
- ~ Active start-p1; active foundations-p2/3; active sports-p4/5/6 and active teams p7
- ~ From fun to skills as the basis for building the health and fitness of a nation

SCHOOLS (C)

- “ Primary and secondary
- “ Facilities- physical infrastructure- both sport and football
- “ Hard and soft facilitiesō extend access and use
- “ At the heart of every community

SCHOOLS (D)

- “ Curriculum
- “ Physical literacy
- “ Athleticism
- “ Physical education - 2 periods as part of the curriculum
- “ And the five hours a week now being advocated in England
- “ The role of sport in fitness, health and confidence building

SCHOOLS (E)

- “ Post- curriculum
- “ Schools become active sporting/ football centres (ASCs or AFCs)
- “ Integrated provision
- “ After 4, weekends and school holidays

SCHOOLS (F)

- “ Contact and Service centres /concept
- “ Regions/clubs and comprehensive schools involved in partnership developments
- “ Comprehensive schools

SCHOOLS AND SFA, SFL, SPL AND GOVERNMENT (G)

- “ Comprehensive schools with select group of children/young people with outstanding natural ability, talent and potential to become elite athletes
- “ Provision of up to 30 Football academies/ football schools
- “ Integrated education and football provision
- “ Two models: (1) a co-curricular (after -school community based model)- (2) a school based model which is integrated in to the curriculum of a comprehensive
- “ Professional clubs, SFA, government and education authorities
- “ Distribution based on regional structure, location of clubs, numbers of young people and interest of schools
- “ Pursuit of excellence

OVERHAUL OF GRASSROOTS, RECREATION AND YOUTH DEVELOPMENT STRUCTURE

- “ To look at key parts of the current structure and organisation of recreational activity (see the attached recreation activity structure)
- “ The extent of primary school multi skilled programmes
- “ The relationship between football and sport in the primary years of school
- “ The 13s, 14s and 15s within the youth initiative
- “ The importance of the relationship between the SSFA and the SYFA
- “ The integration and development of the Women's game
- “ The academy programme
- “ The talent and elite athlete aspects of Scottish FA technical centres and the regional advance centres for ages 9/10 to 11/12
- “ The gold dust approach- defining the pathway
- “ The duty of care and current provision for children and young people in the game
- “ The symbolism and substance of the 10,000 hours

THE DEVELOPMENT OF TALENT

- “ Talent development remains the key to future success
- “ This can only be achieved if football builds on the large number of children and young people, male and female, participating in the game at grassroots level
- “ This in turn requires clear pathways of progress through the very complex provision for youth development which currently exists
- “ And which links in a more transparent and understandable way with our professional clubs and our international teams
- “ This is the area where change is necessary and where a more focused mind set is required
- “ This area of talent development is where more successful football nations have created a comparative competitive performance edge- this is the core issue and our biggest challenge

NATIONAL ACADEMY OR CENTRE OF FOOTBALL EXCELLENCE

- “ A statement of national intent
- “ Home for all levels of national teams
- “ International centre for coaching and football thinking
- “ Specialisation in skills, techniques and sport sciences
- “ Highest level of coaching

THE CLUB - PROFESSIONAL CLUBS (MAINLY SFL+ SOS, EOS AND HIGHLAND LEAGUE) AND OTHERS

- “ New models for Football Enterprise+
- “ A more proactive engagement
- “ More encouragement from the football authorities
- “ Sport and football
- “ The sporting club concept (Sporting Club Lisbon)
- “ New community and business approach
- “ Community focus
- “ Building on the brand
- “ Building a working two way partnership with the community

COMMUNITY ALLIANCE

- “ Strengthening the grass roots and recreation aspects of the game
- “ Affiliates: Schools; Youth; Amateurs; Juniors; Welfare and Women; and others- need for more cooperation and encouragement from the football authorities
- “ Need for the SSFA and SYFA to work more closely together with help and resources from the Scottish FA and Government
- “ Role of the regional structure in achieving important changes, bringing cohesion, direction, encouragement, leadership and more finance to the game- a real catalyst and facilitator of change” need to consider u18s provision and their access to Academies
- “ Building a greater degree of trust between affiliates and organisations within the game

FACILITIES

- “ A massive shake up in our approach and a greater sense of urgency
- “ A role for government
- “ Investment in facilities
- “ Medium term programme
- “ New investment vehicle required which will bring together for the first time the diverse sources of finance to achieve approximately £ 400 million of facilities investment over the next 10 years- this will require effective coordination of planned government and local government spend as well as working with other sports to provide joint and multi sport provision
- “ Integrated financial approach
- “ Collaborative and partnership approach
- “ Sports provision
- “ European comparisons are shocking, sense of urgency needed

REGIONAL STRUCTURE

- “ Build on recent introduction of regional structure
- “ Focus, direction, coordination, leadership can be better provided
- “ Coherence and ability to measure progress
- “ Coordinating Investment & facilities
- “ Regional interest in academies

PERFORMANCE FRAMEWORK

- “ Director of performance
- “ One element of tackling more professionally, underachievement and underperformance and ensuring not only higher standards but also ways of measuring progress and the return in terms of human, skill and elite value from our collective investments

SHARED RESPONSIBILITIES

- “ Shared outcomes, shared responsibilities and shared action
- “ 13s, 14s, 15s, joint responsibility involving the Scottish FA and SPL and SFL
- “ Weaknesses at this level need a more integrated and collaborative approach
- “ Following the Dutch approach

NATIONAL AUTHORITY

- “ SPL, SFL and SFA
- “ Financial framework
- “ Coherence and direction
- “ Cooperation and integrated thinking

SCOTTISH GOVERNMENT

- “ Finance
- “ Facilities
- “ Focus
- “ Need for government to drive forward reforms to schools and curriculum in order to achieve a quantum leap in the health and fitness of our children and young people. This in turn will provide more participants in sport. This is an essential part of building the foundations
- “ Sport, the fitness, wellbeing, health and confidence revolution required in our schools (the condition of the general health and fitness of our school children and young people is a real cause of concern, holds back the widening and deepening of our grassroots base and puts us at a competitive disadvantage with other countries such as Holland, France and the Scandinavian countries. A healthier and fitter Scotland will provide a tremendous boost for football and for other sports.
- “ Leadership
- “ All Scotland emphasis
- “ New ways of financing activity including facilities

SCOTTISH FOOTBALL PARTNERSHIP

- “ Expanded role
- “ Status
- “ New investment
- “ Link with the regional structure
- “ Private investment and sponsorship
- “ Scale of finance
- “ Investor in football and football bonds

LOCAL GOVERNMENT

- “ Council provider of facilities
- “ Significant potential to improve the game
- “ Education and school authority
- “ Finance
- “ Community focus
- “ Highly localised provision
- “ Potential for shared service provision and shared aspiration
- “ Better links with professional clubs

PRIVATE AND CORPORATE SECTOR

- “ New sources of funding for both short and long term
- “ New way of using private sector finance with more emphasis on return on investment and adding value

NEW FINANCIAL DEAL; ISSUES TO BE ADDRESSED

- ~ Community/ membership finance
- ~ Community Interest Companies (CICs) and other new business models
- ~ New ways of financing the game and our wider relationship with sport
- ~ Meetings with Cabinet Secretary for Finance , Health Secretary, Education Secretary and Sports Minister to look at new ways of financing facilities and infrastructure
- ~ Meetings with private sector and banks
- ~ Review of current football (finance within the game) sponsorship and partnerships related to grassroots, recreation and youth development-SFL, SPL and in particular the SFA
- ~ Role of %social and inequality %finance from the government
- ~ The role of sports Scotland, the Scottish football partnership and any new ideas from Scottish government
- ~ %priority+ thinking essential; finance for facilities being the number one priority for government
- ~ New investment vehicles needed to help with medium to long term development
- ~ More professional engagement with foundations and other sources of finance
- ~ New consortium thinking with private sector- construction, recreation and builders
- ~ Exploring in more detail the potential of Public Private Partnerships or trust development for new and existing schools
- ~ Local councils working together, especially within the regional structure
- ~ The %investing in football+concept
- ~ %sporting club %idea and new ways of raising finance from the community involving the fan base, families, parents and others ò building on ideas and models of other countries
- ~ Idea of football scholarships or some other form of funding for talented Scots to experience other countries at both national and club level with possible reciprocal relationships with these countries or clubs. The theme is playing with the best and allowing our young elite athletes to identify with and learn from the best in Europeò Holland, Spain and France and at club level Sporting Club Lisbon, Barcelona, and Manchester united and Arsenal.
- ~ Need for new investment vehicles and a long term strategy for the grassroots game
- ~ The game desperately needs an infusion of finance

The current state of the public finances should provide an incentive for us to have a new look at finance and acknowledge that we can't simply carry on as we have been doing over the last decade. It should also inspire us to be more creative and modern in how we approach the financing of the game. This is a time for renewed optimism not pessimism. We do live however in a much more complex and demanding environment of social and economic change. Our lofty position in the national scheme of things should not be taken for granted and this is especially true in relation to the politicians, in government and in parliament, and those who have their hands on the levers of financial power. There is a cynicism in certain quarters that our game in particular is %a wash with money+and is less deserving of tax payer assistance than others. Clearly this is not the case (as all of us

within the game would vouch for) this perception has been allowed to gain some currency and needs to be addressed. At times our insularity, preciousness and exclusiveness do us a disservice. What we do deserves is a bigger audience bearing in mind the fact that nearly 400,000 children, young people and adults are involved every year in the game. There are a few myths to be dispelled. If we are to take our case to potential investors, including Central and Local Government, then it has to be well thought out, innovative and based on agreed outcomes.

4. Scottish football in 2010 (condition of the game)

This part of the report looks at Scottish football in 2010-the condition of the game- and considers: the current views from the media and %on the Street+, the popular view of what is happening; the knowledge gained from a very thorough process of evidence taking; extensive insights in to the core issues facing the game; and generally setting the scene for the analysis and recommendations. This merely provides a unique representation of the different strands of thinking, ideas and views of the national game based on the series of meetings.

The popular view

Football in Scotland generates, like the beautiful game every . where, a remarkable amount of coverage in the broadcast and printed media. Unlike other sports it also has a grass roots following covering every age group and club support which in turn creates an extraordinary level of scrutiny of the game and comment s of every conceivable description. Much of this debate combines passion and emotion, sentiment and nostalgia, alongside varying degrees of optimism and pessimism and a wide range of views and ideas about the future of the national and club game and how best we can improve our prospects. To that extent there is in Scotland a permanent national conversation taking place about the game! The extensive nature of this interest requires us to acknowledge what is being said and to what extent these views can help us shape the future.

The review however goes behind the headlines and the street debate (hundreds of e-mails received from the public) and seeks instead evidence, insights and knowledge from individuals and organisations, affiliates and administrators, clubs and communities, decision makers and directors, board members and managers, pundits and professionals and a comprehensive desk review of the literature. There is also a comprehensive questionnaire survey of 30 SFL Clubs and 32 Local Councils plus visits to six premier league clubs and two SFL clubs as well as visits to Sporting Club Lisbon in Portugal and the Dutch Football Association in Amsterdam Holland. There has also been extensive dialogue with Government Ministers.

The evidence and comments

- “ Scotland has the football it deserves
- “ The country is simultaneously obsessed with the game while refusing to commit to the root and branch change to regain its self respectō why is Scottish football in such a depressing stateō why do we remain such a complex tangle of confusion, contradiction and complacency and at times even content with mediocrity and poor resultsō this is the ambition and continuing self doubt factor.

- “ Because virtually any other country you care to mention makes a greater commitment-at individual and government level- to fitness, health, well being, and confidence building and in particular sport -some progress has been made but not nearly enough, this is the one positive way of widening and deepening the base for participation of every sport including football. Solid foundations can -not be built without a Revolution in our attitude towards sport as a vital part of national well being, a key part of our school curriculum and an integral part of our national psyche and mind setō it is that important, it is part of the virtuous circle we have to create, sport- facilities-more participation- talent development-success- sport. On all fronts we are failing. It can’t continue like this because we will continue to be locked into underperformance which all adds up to a lack of success. It is not only football that requires this quantum leap forward it is the whole Nation as it struggles against massive problems of ill health, lack of confidence and self doubt and a chronic failure to prioritise something as basic as sport and fitness.. Some will argue that we have made a start, that’s true but we are simply so far behind many developed countries and the clock is taking a wayō not only are we falling behind our major football competitors but they are moving further ahead of us! Surely we have the potential to be better than this. It doesn’t have to be like this but have we got the vision, the determination, the ideas, the investment and the mind set to change? ē poor diet, obesity, binge drinking, drug abuse, excess alcohol consumption and no national culture of recreational exerciseō the country is crying out for a massive , sustained government investment in health and education and football can play a massive part in this revolution with its extensive base, our networks, our involvement in social programmes and our national , regional, local and community coverageō this is a opportunity that football has to grasp!ō the lack of physical education in schools- children can be channelled into football or any other sport but there are barely two hours of PE per week in Primary schools- we have to rid ourselves of the idea that sport is an optional extra, something for those who are not academic or an unimportant part of the curriculumō sport is essential for all and is the base for developing participation at the grass roots level for both sexes and all ages. It is the mind -set that has to changeō physical literacy should be regarded with the same importance as the 3Rsō let us never forget that in 1992 Denmark(5million population won the European Championship, defeating Germany 2-0 in the finalō they hadn’t qualified but were asked to join when Yugoslavia didn’t take part.
- “ Football has changedō Johnston and Baxter didn’t need facilities to be brilliantō an ignorant statement and damaging which misses the point. They didn’t need facilities but players at that time could excel on skill aloneō today the game far more athletic, organised and professionalō we don’t produce enough natural athletes nor is there enough street footballō romanticising the past is not a sound policy base
- “ Facilities in Scotland are pathetically inadequateō this is now an embarrassmentō we are all culpableō there is little evidence to suggest that our weather, geography and declining population have contributed to our lack of talented players and current levels of provision nor can we argue that the new information age and new technologies have driven young people away from football or be willing to spend the right amount of time on the gameō this is a world -wide phenomenon and other countries don’t seem to view this as a problem in terms of participation in sport. Scandinavian countries try to overcome dreadful weather with excellent indoor facilitiesō currently Scotland plays lip service to this
- “ Government investment is small and there is an undeniable lack of transparency, lack of finance and any real sense of coordinated or complementary financial strategyō and an obvious lack of attention to priorities and the return on any particular form of investment apart from figures on volume, quantity and levels of activityō there is a qualitative dimension which is difficult to identify measure and evaluate. The overarching problem

though is the overall level of funding which does not remotely start to address the scale of both the short and long term challenges facing the game – this is not a new problem but it is now an urgent one – without a cash injection into the game- youth, recreational and talent- the success we seek as an ambitious nation will remain out of our reach.

- “ So we could blame an culture interested in sport and athleticism, too many computer games, excessive drinking, too little PE in schools, unfavourable weather and inadequate facilities giving Scotland the football it deserves!

TALENT

- “ Never have things been as critical as they are now!
- “ So should we look outside Scotland especially if we continue to carry on as we are? – if there is a dearth of talent here then it most certainly not the case worldwide (flawed logic to the extent why should it be different here and why are we then not as good at identifying talent, developing it and tapping the potential for success at both the club and National game?) – accessing talent and bringing it through. The review acknowledges the weaknesses in our talent development programme but also accepts that the SPL and SFL and Scottish FA all have a shared responsibility for our lack of success but by the same token should have a shared resolve to build a better way forward.
- “ What about our scouting system especially within the Professional game – is it up to modern standards?
- “ There is no question there is a malaise in Scottish football. The challenge is to create something that offers value for money especially to attract a wider audience, including families, out with the football fan base. But the bottom line is that clubs need to improve the product that is on offer and create an element of excitement about the game that encourages people to turn up on a regular basis – the limitations of the existing business model are obvious that – why the Sporting Club concept holds out the prospect of rejuvenating the game. But for any sceptics in the Professional clubs this is the reason for the Clubs and the National game to be working more closely together to ensure a bigger grass roots recreation game and more inspired talent development which is surely in the interests of both. Much work has to be done. The fortunes of the National and Club games are inextricably linked – shared aspiration, collaborative ventures and coordinated investment to achieve shared outcomes, more talented young Scots playing for their country and playing for their clubs.

EDUCATION

- “ The role of education; how can Scotland expect to create a new generation of football stars- or sports people in general-if only one or two local councils in the country are prepared to commit to more than one hour of PE a week? One hour a day would be a better start.
- “ There are many people in Scotland who grab the big picture on youth development and it begins and ends with radical action on how sport is taught in our schools.
- “ The spin-offs in terms of tackling ill health, obesity, anti social behaviour are obvious and it is about time that central and local government stopped paying lip service to the topic and actually supported them.

- “ The point is so blatantly obvious that the only questions that remain are how we go about it. How it is paid for. And who is best placed to undertake the task – clearly the answer to all three is a combination of the clubs, the government and the SFA
- “ One approach is the pilot scheme at Graham High School Falkirk which has been turned into a specialist football academy with up to 20 hand-picked players from the local authority area where they combine intense football activity and their normal education. Just imagine the talent if every local authority in Scotland had one.
- “ Plus the other and complementary idea of six football schools selecting football talented youngsters from a catchment area and evolving a less sophisticated but useful way of harnessing enthusiasm and talent in a more systematic way than is being done at present.
- “ Shared responsibility for these innovations is important. There are a variety of delivery options and one of these could see the professional clubs hosting these-Celtic is a good example- but we need to involve all the clubs as the finance is considerable and partnership working would hold out the prospect of a larger number of clubs being able to participate. Accepting the issue of finance is a tough one, the bigger aspiration of every club being involved in talent identification and development is the one to be followed with the obvious long term benefits that would flow to clubs, communities and the country – the condition of the national game is such that it would be unwise, at least based on the evidence taken in this review, for our efforts on talent development to be left largely with the SPL clubs who themselves facing increasing problems of bottom lines that are under enormous pressure – again the shared aspiration, shared responsibility and shared outcome strategy will be the best one.
- “ Any of the above relies on Facilities being available and for a better network of talent identification – and there is the debate about quality coaching and how early we should be looking for talent
- “ The Government's curriculum for excellence is a start but it is not enough – we need progress to be made but we also need to develop a new front which could be called post curriculum excellence which could more easily provide opportunities for football and sport generally out with the normal school hours - after 4pm, weekends and holidays- where access to facilities, infrastructure and a safe and easily accessible environment could be made available supported by non-teaching staff (coaches, parents and the community) if there was for understandable reasons a reluctance on the part of school staff to participate. There has to be an acceptance that schools belong to the communities they are located in, either as parents or taxpayers or merely interested citizens. The secondary and primary schools as well as the colleges and Universities represent a massive physical and educational resource and an ongoing financial commitment by the Nation. They are also located at the centre of enthusiastic communities desperate for more and better facilities. The potential of this is not being fully tapped. If this was done it would provide an enormous boost to sport and football. Most of these schools have play grounds, pitches, swimming pools, indoor facilities and changing rooms and are easily accessed by local people. This is not the solution to four of our most outstanding problems - lack of facilities, time on the ball, embrace of physical literacy and stronger athleticism - but it is a common sense step which will represent a new and fundamentally different approach towards using our schools to enrich sport and football. The problems of achieving this will have more to do with rigid thinking and a traditional mindset rather than costs which could be modest and a relatively inexpensive investment when measured against the enormous benefits we could achieve. Why don't we think- in terms of providing choice for parents, children and young people- of a new schools concept that sees the school day or week extended in time with most of the extra time being consumed by a post curriculum drive for

excellence in football and sport leading to a radical improvement in fitness, health, well being, confidence building and more self belief and less self doubt. The active schools concept embraces this type of thinking but it is not going fast or far enough to make the impact we would all like to see. As with many issues and ideas we are dealing with effecting change becomes the challenge. There are far too many road blocks and irrational constraints in Modern Scotland, which for the worst of reasons frustrate our ambitions and prevent us winning success and improving our comparative competitive position in World and European rankings. Scotland has to escape from this sometime soon we have a window of opportunity now to make progress

- “ There are other issues such as the availability, access, cost and maintenance of facilities. Compare with Scandinavian countries Scotland a poor second. There are also problems of councils contracting out their leisure services and imposing high costs on the users of facilities.
- “ There is also evidence to suggest that combining education and sport for talented children and young people enhances their academic achievement and also avoids the situation where the excitement of the game and a possible football career can destroy, within a young person, any continuing interest in education. The high level of waste / opting out/ not making the grade reinforces the importance of retaining the link between education and football or indeed any sport. This has enormous implications for youth development and talent development.
- “ Even those children who don't envisage a career in football or other sports would be healthier and better prepared for life and work.
- “ Summer game women now why not youth football making obvious sense of a situation which hardly inspires enthusiasm and enjoyment in bad weather our current lack of indoor facilities reinforces the case for change some experimenting already underway again it is a question of tradition and the fear of change and its consequences again it should be about outcomes..
- “ The role of Celtic and Rangers in this debate an appreciation of what they do and what they contribute they will remain key providers in this area of youth development and talent recognition and in this regard there is probably a great deal that the wider game could contribute to both the clubs as well as enhancing the prospects of the other clubs in the SPL. The future of both clubs will be in Scotland. In the medium term there will be opportunities for the game to learn from both Celtic and Rangers and hopefully an opportunity for the SPL, SFL and the Scottish FA to be working more closely together in agreed areas of the game, in particular youth and talent development, with more shared responsibilities. Celtic and Rangers should be seen as a considerable asset within the Scottish game. The behind the scenes tensions and conflicts- the big two against the ten, the twelve against the thirty and the forty two against the National game- need to give way to a tacit acceptance that the game has many challenges and any further fragmentation in either our thinking, our approach or our actions will only worsen confidence and lead to a sharper level of deterioration. A unity of purpose is an important first step. There is a fan base out there, hungry for National and club success at the highest levels. There are many other Scots who just want to see success as part of their dream for their country and to share the excitement the passion and the emotion of another Italy or Holland at home or qualifying for the World Cup finals or the European Championships. All of them are looking to every section of the Game for inspiration, ideas and a new way forward. There is a tendency to forget that the fans are the ultimate shareholders of our National game!

STRUCTURE

- “ Need for all the bodies to pull together – we need to be in a position to reinvent the game and produce a better product – paradoxically the current state of the game may produce the context for this type of radical change.
- “ Change is very difficult, people fear the consequences, people are not comfortable with it and people fear a loss of face if their position is undermined or they lose authority

FINANCE IN THE GAME

- “ Scottish football has never been so skint – posting high debt levels – those who have been prudent have little choice but to manage their finances as carefully as possible
- “ The Global recession – sizeable overdrafts and endless debt facilities hard to come by – reduced disposable income – unemployment and a general tightening of the purse strings – ..doubts about value for money
- “ Massive levels of debt – new income to meet debts – can- not spend on other things
- “ Banks taking a closer look at debt – but hardly likely to do anything drastic to the clubs
- “ Clubs with one financial backer – clubs need a business model with more diversified income and funding sources – football a simple model and few clubs pursue this
- “ There has been improved financial management in recent years and many clubs have tried to create a sustainable model
- “ Diversifying income streams important – clubs need to get more young people into games – ageing population attending – need to try and make the product more attraction to the next generation
- “ Media sponsorship – limitations of Scottish football being played in a Scottish market – this brings its own limitations.
- “ Future ownership structure of clubs may change – traditionally limited liability companies – other models might be more appropriate like community interest companies- Stenhousemuir for example – ..this may make more sense as football can no longer really be seen as an industry or business in the conventional sense – .given that the structure of football is largely non-profit and is more about social and community organisations – clubs should be looking more closely at this –

CLUBS AND THE NEED FOR CHANGE

- ~ Why not have clubs attached to schools? need to cement relationships between small club and its community? people have choices? innovation lacking but difficult? engage the community? allow your facilities to be used by the community

CHANGE

- ~ Previous attempts to change largely failed? because the political will did not exist
- ~ European countries- the Dutch and the Nordic countries seemed good role models? better at producing good players and qualifying for tournaments
- ~ Level of support in these countries much more substantial
- ~ They could afford to miss a single player in Holland? more resources from government into the coaching and development? then the clubs
- ~ To talk of a national game when there is such a pronounced absence of a national strategy to nurture it
- ~ Government should be major investors in the development of sport
- ~ Investment would have been easier a decade ago when devolution started and the economy was doing better and there were high levels of public expenditure
- ~ But for an overall strategy you need to be in every community and that needs to be supported with a national plan that includes getting the right infrastructure and facilities in place
- ~ Scottish game needs to be more open
- ~ Fernand Sastre National Technical Centre in Clairefontaine, France ? education and football are meticulously intertwined? Celtic with St. Ninian's High School in Kirkintilloch? 14 young boys on a full time basis? a strict regime of training and school work? this elite group of children? key age to improve players at a vital stage of their physical development? it turns out that every major European set up has an involvement with the school and the school was a big part of the club always seeking to bring education close to development? PSV Eindhoven, AC Milan, Ajax and Benfica? .education must remain a priority? the idea is revolutionary? formidable fall out rate between this age group and full time football? really important to us that the players we have are performing to the best of their academic ability because we want them to have something to fall back on? we are taking a holistic approach to it? it is not just about football? we want to have a part in helping to form a well rounded individual, someone who has manners, has humility, has self discipline and respect for others The French experience? .Clairfontaine is key to French success? the complex is used for every national team from 13 upwards, serving as both a home from home for the senior players and a school for aspiring juniors? there are 65 boarders at the centre the vast majority of whom will one day play for their country? national centre serves more than the players? our mandate is much wider than that? we also help develop the women's game as well as the amateur game? our role is all-encompassing and pivotal to the well-being of football in France. The National team is of the utmost importance(generates the passion, the pride the interest in the national game)? French football has a home, have a base which the players not only know but can call their own? it is important for any top footballing nation to have a home. A statement of intent about the importance of the National Game? a manifestation that the national game is the source of national pride? a

declaration we are serious about our ambitions for our nation in the fiercely competitive world of World and European football – an opportunity for the best of our young talent to play with and against the best and a recognition of their importance for the future of our game – the gold dust approach – and a place for coaches, referees and others who play important roles in the game (see the BBC and daily telegraph pieces about the French academies, including goal keeping. **See appendix 18 – The French Connection.**

- “ The Japanese Football Association declaration – through football we can realise the full benefits that sports can bring to our lives – by strengthening the base of football in Japan we will create world-class national teams that will move, inspire and encourage the people of Japan
- “ Children – British Heart Foundation, only one in ten school children taking enough exercise – around one third of young Scots are overweight or obese – Scottish government should work with councils to ensure its target that children receive two hours of physical education in a week – in 1995, 11% of boys and 12% of girls were overweight or obese, rising to 17% and 16% respectively in 2007 – children sedentary lifestyles, playing more computer games and watching more television
- “ The production of elite athletes in any sport is generally a numbers game – ..to develop world class competitors on a regular basis we need an infrastructure including facilities, financial support for athletes and for the training of coaches.
- “ Need to identify excellence and maximise its potential
- “ The most important contribution of the game is a social one ; football is an extremely significant part of many lives in Scotland – the Government should play a significant role in the development of the game in Scotland
- “ Football as in so many countries is at the heart of our culture.
- “ Government should play a bigger role in the development of young people and allow professional clubs to do more to tackle their other significant financial problems – so the justification for more government cash is based on the social aspect

THE NATIONAL INTEREST

- “ The highest level of national pride and passion and the aspiration for success in world-Europe and Scotland – credible achievement in Scotland being completely sustainable
- “ Do we have the mind-set, the commitment, the organisational capacity, the ideas, the investment, the endurance and determination and the policies to build up from the bottom
- “ The problems are easily defined, the recommendations are also easily defined – how do we effect change- past we can describe but not necessarily understand – at present that concerns us – and a future that needs to be understood
- “ What is it that we want – what needs to be done – what will it cost and who does it
- “ The proper financing of the game- moving beyond anecdotal evidence – producing less – more kids actually playing the game – athleticism, techniques and the development of a football culture – working with the ball – the more kids and more teams the greater the number of participants the greater the chance there is of producing the exceptional ones – as a nation we can't afford a drop in the volume of young people coming through the system – so what about the international experience, boys going to young to the

professional game, are we teaching tactics at too early an age, is the talent pool shrinking and facilities.

FLOOR SIX AT HAMPDEN

- “ Scotland’s crisis relates to . too little physical education in primary schools, no physical literacy among our children
- “ Various football and sporting problems flow from the fact that Scottish children are not physically educated in primary schools – without that the damage is done – between 8 and 12 are the window years for optimum physical education – when children have core balance and coordination it is far easier to improve their technique and Scotland lags behind other nations – concern that Scotland does not even construct its children properly – the heart disease, the alcoholism, all negative – we need a radical change of Scottish culture
- “ Our kids don’t have the same physical development as kids on the continent- even basic balancing skills – if we don’t start with a quality product we won’t have a quality product at the end of it – in the old days kids learned physical literacy but we don’t have that now – instead today’s children live more sedentary lives than previous generations – our PE provision in primary schools is a joke – the amount of PE kids get at school does not meet any requirements – it is profoundly embarrassing that PE is not a priority in our primary schools – if we were able to get every primary kid in schools from P4 onwards to have an hour’s physical activity every day we could change the face of Scottish culture
- “ Schools say their hands are tied – they must provide 25 hours of curriculum time in a week – Clackmannanshire is the only local authority in Scotland with a PE specialist visiting every primary school – why can’t the curriculum be extended to 27 hours – Scotland has probably one of the lowest number of hours in schools per week of any country in the developed world
- “ We need to increase athleticism in the country, work with the Government to create a culture of health and fitness – in football the most important thing is working on technique – and the third thing is a winning mentality – and then there are facilities.

MORE COMMENT

There is a striking level of consensus on the range of problems and challenges facing grassroots and recreational football and youth development and also some agreement on what needs to be done. The process of change would be helped if as many people and organisations as possibly were able to buy into the analysis and recommendations of the report. At the heart of what we do there are some serious gaps and omissions which need to be addressed and urgently. But it is important to remind ourselves that over the last decade in particular a great deal of good work has been done building the game at grassroots, recreation and youth development level. There is a foundation upon which to build real and sustainable success for the future. Where there is a real challenge is in terms of a much more expansive, more inclusive and outward looking football culture which recognises that the problems and challenges of the game can -not be tackled just by the game itself. This requires us to acknowledge the importance of what is happening around the game and where we need to be connecting more effectively with others and building into our thinking new and radical ideas which may have a wider base of ideals and aspiration but are fundamental to our future and especially the recognition and development of talent – the

gold dust which is the key to unlocking the potential of our game. There is considerable scepticism and pessimism about the ability of Government and the Football Authorities to change and embrace the steps needed to make a radical difference and in doing so overcome the underperformance, underachievement and underinvestment that characterises the current Scottish game and results in a lack of success at both the Club and National levels of the game.

DEVELOPMENT OF THE NATIONAL GAME

Undoubtedly foreign talent has enriched the Scottish game, bringing considerable talent and flair with them. Many of the over the years have contributed to the development of young Scottish players and the game is all the better for that. However this needs to be combined with the nurturing of our domestic talent as some imported players have not been up to the required standards and have moved on fairly quickly. Indeed some have fulfilled a club purpose at a moment in time but have been mediocre players. This has contributed to clubs over a period of time failing to invest time, money and energy in to developing their own talent. This attitude/mindset has changed considerably in recent times. Clubs have felt the full force of the banking and financial crisis, the recession and a combination of other factors which have underlined the financial fragility of the Scottish game. New pressures have helped clubs focus on the real benefits of %nurturing Scottish talent+while retaining a sensible perspective on buying foreign players who remain an important part of our game we live in an increasingly global and European environment and this should be reflected in our game. Nothing we do however should be paid for by the cost of producing home -made players.

It is clear from a lot of the evidence provided that English and Scottish Football lag behind the rest of Europe in its development of domestic talent:

- ~ Scotland six players out of every 11
- ~ England 3.9 players out of every 11
- ~ Italy 7.3 out of every 11
- ~ Spain 6.9 out of every 11

In 2005 Arsenal became the first side to field a starting eleven without a single player being born in the UK or the Republic of Ireland. Last year there was one Saturday when just over 50% of the players in the SPL teams were Scottish. For our game it is a matter of balance we need both but there has now to be a strong presumption in favour of nurturing our own talent and this has to be reinforced by a national psyche that understands the long term benefits of such a strategy. Every player in the world can play for our SPL and SFL teams but only Scottish players can play for our national side, Scotland. If we wish for the fortunes of our national team to improve we must ensure that young domestic talent is given the opportunity to get experience at the top level. Ensuring opportunities for all is important. We need to ensure that people in the country are given the opportunity to participate in the national game. We recognise that sport, and football in particular has the power to transform the lives of young people to engage, to motivate , to enrich to inspire and enthuse and help them to develop important skills such as discipline, teamwork, self esteem and self confidence and personal qualities of respect, understanding and cooperation and competition.

Local authorities have an enormously important role to play in the development of young people as both a provider of services as well as an education authority. In England by 2010

every young person between the ages of five to nineteen will be offered the chance to participate in five hours of sport every week. Recommend that all councils should consider giving free or reduced-rate levels of council owned pitches to recreational and youth football. Recommend that while a number of Local authorities already employ football coaches to work in secondary schools this offer should be extended to primary schools.

Recommend that those League Clubs that do not have active youth development programmes should work with their local authority in order to put in place schemes that will inspire talented young footballers their local communities, and enable them to fully develop their abilities.

Development of the Women's game: An important aspect in the development of the national game is the development of women's football. At the moment the women's game is the fastest growing part of football in our country but suffers from underfunding and is often not given the respect, credit and attention it deserves. Certainly progress has been made in recent years but there is a great deal more to be done. When you consider the potential of the women's game to transform the lives of girls and young teenagers/women in the manner we have described for children and young men then it is obvious that more investment is needed in their game with a changed mind-set that acknowledges the equality of opportunity ideal, the need to develop truly competitive structures, the contribution women's football can make to sport and fitness, and the potential that exists to tackle chronic problems of ill-health, well being and poor confidence levels. There is also the simple fact that women represent 50% of the Scottish population and that alone requires a more modern and fairer approach to their role in the development of football. We need sustainable domestic structures to drive interest, participation and success in the women's game. This will ensure fairness and equality as well as retaining public interest.

MORE ANALYSIS

The shortage of home bred players of any quality.

There is not enough time on the football pitch.

Is enough being done with the ball?

Ball work among the young is an imperative.

We need more kids playing the game.

The emphasis has also to be on athleticism.

Working with the ball is a priority.

Why are we not implementing the lessons from abroad?

Are we teaching tactics at too early an age?

General standard of play has dipped.

There must be a premium on techniques.

These are self evident truths about the game that have to be accepted with no compromising, no cutting corners and no pretence as to what is needed. For this to happen a few more pieces of the football jigsaw have to fall into place...and these are largely in the gift of institutions and organisations out with the direct control of the clubs and the Football Authorities. unless we can find an extraordinary amount of finance to tackle some of these critically important areas. This is the new frontier of Scottish football where our future is inextricably linked to others and where strategic relations with others will become far more important.

DENMARK

- ~ The 1992 achievement of winning the European Championships.
- ~ Football in schools and the quality of facilities

SWEDEN

- ~ Football is the most important sport in Sweden
- ~ 240,000 licensed players
- ~ 56000 women
- ~ 240000 youth players
- ~ 3200 clubs
- ~ 8500 teams
- ~ 7900 pitches

HOLLAND

- ~ The success of youth development;
- ~ No other country in the world has squeezed so much talent from such scarce resources
- ~ They just don't make kids do training skills they are given time to practise on their own so they can develop individual skills.
- ~ The preparation that goes in to youth football is very detailed
- ~ 7-12s, individual skill working on their own, the biggest problems are ball control and body control
- ~ So in terms of young people the Dutch have quantity and quality but it is what they do with it that gives them the edge- potential-
- ~ Because we are a small country we have to be very inventive that is why we get the best out of our young players.

NORWAY

- ~ Simply breathtaking approach to facilities
- ~ A comprehensive artificial turf facility infrastructure strategy in place.

- ~ The right environment for the child to experience football.
- ~ The existence of a strong partnership between the NFA and central and local government to increase artificial turf pitches in local neighbourhoods.
- ~ We are simply not on the same planet as the Norwegians – indeed the comparisons are embarrassing and illustrate the gap we have to close between our ambitions and our realities.
- ~ Artificial turf pitches close to schools and neighbourhoods.
- ~ So play all times of the year in all weathers and in all areas to widen participation.
- ~ Club culture at the heart of the strategy – which in turn highlights the importance of community.
- ~ Family club with football being the focus.
- ~ A proactive artificial turf facilities strategy has certainly increased and sustained football participation at all levels of the game.
- ~ Goals of the NFA – a minimum of 300 mini pitches per year – minimum of 100 artificial turf fields per year – from 2005-2009 100 new pitches per year.

THAT IS WHY WE NEED TO DO EXCEPTIONAL THINGS TO OVERCOME OUR EXCEPTIONAL CHALLENGES IF WE ARE TO ACHIEVE EXCEPTIONAL SUCCESS, COMPENSATING FOR POPULATION, WEATHER AND A CULTURE THAT HAS A PROBLEM WITH SUCCESS.

A range of Academies were reviewed including: Man United, Chelsea, Barcelona, Arsenal, Sporting Club, Rangers and Celtic and Falkirk.

Barcelona sets the standard:

- ~ The best youth system in the world
- ~ Recent game Barcelona had seven graduates from their academy on the field
- ~ It makes sound financial sense – it costs far less to develop your own players than buying them
- ~ It allows you to instill an approach to the game that infuses the whole club – players are being taught to play a certain way from a very young age and all those around them are playing to those same high technical expectations and it fosters a club culture that is reflected on the field in the first team – it becomes a philosophy and continuity allows you to raise standards beyond what is normally achievable
- ~ It fosters a sense of club identity
- ~ And of course developing home players has a tremendously positive spin-off for the national team
- ~ The academy saves money, creates a strong identity, encourages a coherent approach on the pitch and can bring sustained success at every level
- ~ La Masia-the Academy
- ~ Academy – 260 youth players- 90% of them are Spanish and more than 50% Catalans – 12 first team players who have come from the Academy.

- “ The academy is a type of football boarding school
- “ Further both their academic and football ability
- “ Lionel Messi said+At Barca we trained every day with the ball, I hardly ever ran without a ball at my feet. It was a form of training aimed very clearly at developing your skills.

BARCELONA-CLUB, SPORT AND COMMUNITY

- “ It has also become involved in other sporting areas, women’s football team, rugby team, professional roller hockey, ice hockey, cycling, basketball, hand ball. Volley ball, figure skating and athletics!

COMMENTS FROM YOUTH ORGANISATION AND INDIVIDUALS ON THE GROUND

Positive:

- “ Range and extent of provision
- “ There is talent
- “ Quantity, energy and involvement
- “ Coaching improving
- “ Partnerships and pathways big improvement
- “ Structure
- “ Great volunteering
- “ Better relationships with LG
- “ Little criticism of FAs

Negative:

- ~ Fragmentation
- ~ Drop out levels and waste
- ~ Facilities- provision, quality, quantity, access, costs, indoor and outdoor, geography (CRISIS)
- ~ Resources tight
- ~ Young people and children taken away too early
- ~ Lack of direction from the top
- ~ Need for a greater role by the SFA
- ~ Regional structure should be doing more
- ~ Fund raising increasingly tough
- ~ Quality missing element in the pathway
- ~ Bureaucracy
- ~ Need for Academies
- ~ Summer game
- ~ Parents
- ~ No links
- ~ Mistrust
- ~ Processing of young players, problems on all side
- ~ Pathways confusion
- ~ Finance limited
- ~ More coaches needed and difficulties of organisation in the process
- ~ Talent development- real problems
- ~ Need for schools to be a bigger player, for a variety of reasons
- ~ Need for coordination
- ~ More effective use of money
- ~ Not joined up
- ~ Need for more regulation
- ~ Need to learn from abroad

BIG IDEAS

- ~ Football need to reach out-we need the help and involvement of other organisations to allow our game to develop in turn these organisations will benefit from our involvement, but there is no escaping the conclusion that without real progress being made in our partnerships the game will regress even further---even if we only stand still other countries

will move forward- we have an absolute decline as well as a relative or comparative decline

- “ Scotland has a small population and has to an extraordinary degree it has to compensate for the disadvantages this creates. Exclusivity for any sport doesn't make sense, there has now to be a greater collaborative approach which identifies the areas we need to share and develop together and those where the various associations have independence.
- “ Society has changed and too often accountability and responsibility are elusive qualities but we need to now to involve parents to a much greater extent.
- “ The professional clubs need a new mind set, of course they are business entities, independently run and are very complex financial, share holding commercial and trading companies with distinctive and enthusiastic fan bases and where clubs have existed for over a century building up along the way sentiment support, brand recognition, community focus and for some clubs a global role. Nothing we should do should threaten independent thought and action BUT the future of our game in Scotland requires professional clubs to acknowledge a new environment where they have to reach out and recognise the importance of others and make real efforts to be less inward looking and more inclusive of the role of others in our National game there is a fundamental conflict between the professional game and the national game, but there shouldn't be this is wasteful, there should be a sense of shared aspiration and shared practical developments on the grounds it is useful to remind ourselves that on any Saturday in the starting line ups of the SPL teams, only 50% may be eligible to play for Scotland. The clubs rightly want to have the best players in the team and can select from anywhere they wish- subject to rules, finance and the increasing constraints that UEFA are imposing on foreign players- and that also involves commercial decisions on the part of the clubs. The National game requires the development of Scottish talent for our various national teams. There has to be a better accommodation of these aspirations where we put greater effort into our talent development process so that the overall game from the grassroots and recreational to the senior national side and the professional clubs all benefit from a club Scotland approach. From a practical point of view this means a national football strategy where the SPL, SFL and Scottish FA share responsibility for talent identification and development. At the heart of the Scottish game lies a serious gap in our ability to identify talent and develop the potential. The talent exists in Scotland, there is no hard evidence to the contrary, but there are significant weaknesses in how we approach and deal with it if the Scottish game is to progress a total partnership must emerge from the three football authorities where existing tensions, conflicts and artificial and unhelpful differences give way to a new era of real practical cooperation and shared ambition. If we needed a reminder of our worsening plight then look no further than the recent UEFA adjustment of coefficients which sees Scotland soon to lose one of our two places in the Champions League and the other place does not provide automatic access to the group stage is a dramatic reminder of the loss of our status in Europe then if we take the FIFA rankings and add the fact that we have failed to qualify for the European Championships since 1996 and the World Cup since 1998 This is the competitive edge wake-up call that we need not only to listen to but to respond to but it is our call there is a danger that without some radical change in our thinking, our approach and our provision for the game we will drift further down the global and European rankings and as a consequence our game in Scotland will continue to deteriorate.
- “ The challenge of sport and the revolution that Scotland undoubtedly needs in terms of health and fitness we are a key player in this; probably the most important health is key.
- “ A concern that we combine local delivery and national direction.

- “ Youth development needs more strategic depth and a more refined sense of purpose.
- “ And on basic philosophy we need more foreign ideas and less foreign players.

KEY CONTRIBUTORS – COMMENTS ON THE GAME

- “ There is talent.
- “ Need to ring fence finance for youth development.
- “ New links with government.
- “ Should be about the development of players not the development of assets.
- “ Duty of care.
- “ Planned development or chance development.
- “ Physical literacy.
- “ Community hubs.
- “ Preferential access to facilities, huge problems about costs and access.
- “ Need for more club involvement – currently scratching the surface.
- “ Provision too complex.
- “ Need a football development plan.
- “ Need to be careful of signing up children – and problems of people leaving the game.
- “ More coordination.
- “ Participation - aim is to ensure appropriate and regular children's/ youth football is available to all – club development - aim is to establish and support effective and sustainable club structures in Glasgow – performance development- to maximise opportunities for young boys and girls to fulfil their potential by ensuring relevant pathways and programmes exist from participation to elite – coach education and training- aim is to increase the number and improve the quality of active coaches – The Glasgow approach.
- “ Governance, structures, decision making problems- Football authorities and politicians.
- “ Coordination required- football behind the curve.
- “ Real funding issues.
- “ Children not spending enough time on the ball or playing – .how do they do this early – and how do we plan incentives.
- “ Football so vital for national pride and remains so despite recent setbacks and much publicised criticism.
- “ SFA HAS MORE EXPERTISE AND KNOWLEDGE TO USE FOR THE BENEFIT OF THE GAME.

SCOTTISH AMATEURS

- ~ 1200 -1300 clubs, 60 -70 leagues- national registration scheme and considerable voluntarism
- ~ Gaps in the youth process
- ~ Permeates all levels of age
- ~ Coming together, joined up thinking taking place,
- ~ Piecemeal development
- ~ Local council difficulties especially facilities
- ~ Key challenges- strategic and financial managementõ quality assurance and monitoringõ communications and marketingõ development plan for amateur footballõ developing strategic alliancesõ developing people õ education
- ~ Fragmentation and development
- ~ Elite development important
- ~ Modernise Scottish FA structure
- ~ New structure
- ~ Facilities a crucial problem
- ~ Lack of effective exit strategies
- ~ Need to take care of young people- recruitment and retention vital
- ~ Hunger for the gameõ reclaiming the passion

OTHER COMMENTS

- ~ Link between government and football
- ~ We need to look at ourselves
- ~ The sports issue
- ~ The all sport- development and public health
- ~ Partnership crucial- facilities
- ~ PFC a startõ liaison
- ~ Facilities in crisis
- ~ Objectives and outcomes important
- ~ Importance of Academies

SFL

- ~ Infrastructure and facilities crucial- audit of national facilities not enough
- ~ Clubs should have integrated women's football teams
- ~ Developing the player pathway

- “ Access to school sports facilities beyond normal hours is essential for the development of young people interested in sport generally and football specifically + any measures which would assist clubs in their links with the community- shared access to facilities in schools would be appreciated” however cost can be prohibitive
- “ Discussions about the development of policy for football is difficult” we need community partnerships at a more local level to strengthen the link between football clubs and their communities” currently SFL clubs receive no direct funding from Government centrally and little through other agencies
- “ The key to the future of the game is to ensure the ongoing participation of young children in the sport and therefore primary school children are clearly identified as being the target for inclusion in football”
- “ The provision of a club based academy network” .the expense
- “ Value of the community based club to Scottish football
- “ Fragmentation of the youth game

SPL

- “ Need to re-engage with schools gaining a broader participation
- “ SFA bring people together” fragmentation of current approach
- “ We need state of the art facilities
- “ Relationship with education facilities
- “ Role of the big clubs in talent development
- “ Working with developers in terms of facilities
- “ Conflict between club and the national game
- “ More could be done to help young people
- “ Need for academies” Falkirk
- “ Should be able to measuring success
- “ More shared views of the wider game

MEETING WITH THE REPRESENTATIVES OF THE REGIONAL STRUCTURE

- “ Basis of governance, direction, coordination to overcome fragmentation and a basis bringing the affiliates together
- “ Building up trust
- “ National plan and the need for vision
- “ Important role in developing the game
- “ Development of youth development
- “ Building networks
- “ The 10,000 hours issue

- “ Facilities crucial
- “ Need for a road map
- “ Importance of the clubs
- “ Models from abroad especially the Dutch

COMMENTS FROM GENESIS

- “ Performance strategy needed
- “ Performance director to reinforce the performance culture
- “ Talent crucial
- “ Need a high performance model
- “ Service areas
- “ The academy concept
- “ Club Scotland concept
- “ Innovation

YOUTH FOOTBALL

- “ Concern about the future
- “ Too many associations but true democracy in the game
- “ 3600 member clubs ÷ 55 member leagues ÷ 12000 volunteers ÷ and 40000 children and young people
- “ A family of football ÷ great volunteers ÷ good for the game ÷ good for the nation
- “ Professional clubs do not recognise the family
- “ At the heart of community football
- “ Too much snobbery within the game
- “ No room for complacency
- “ Negativity
- “ Facilities a huge problem ÷ no upgrading
- “ Serious problems about finance ÷ and access and cost related to pitches

JUNIORS

- “ 160 clubs
- “ Finance stable
- “ Volunteers strong
- “ Money a problem
- “ Facilities

- “ Clubs hovering up players
- “ Poor links with SFL clubs
- “ Links with schools
- “ No access to sports Scotland for cash
- “ Access to other funds a problem
- “ Benefits from the juniors permeates the whole of the game

SCHOOLS

- “ State of play – decline in the number of schools
- “ Perception and the legacy of the schools
- “ Recovery by 1990- young people football part of their lives
- “ Challenges, issues and imperceptions
- “ Relationships with youth initiative
- “ Finance
- “ Local government-extra - curricular activities
- “ Training of volunteers
- “ Standards of coaching important
- “ The nation has the poorest facilities
- “ SFA expertise valued
- “ Facilities – maintenance – new developments – 3G pitches – relationship issues with sport – local council finance – standards – costs – availability
- “ Greatest need for artificial surfaces- 3G pitches and floodlights
- “ Development through the clubs
- “ Number of children - 200000
- “ Formed in 1903 – has 28 affiliated primary and secondary local associations – 320 secondary schools and 2000 primary schools
- “ Constitution says, “The object of the Association is to foster the mental, moral and physical development and improvement of pupils through the medium of association football and to help charitable funds and purposes
- “ SSFA primary schools statistics – ..bank of Scotland soccer 7s- 07/08=327 and 08/09=340 – soccer sixes- 07/08=259 and 08/09=298 – fun fours- 07/08=407 and 08/09=437.

5. Scottish football in 2010 (clubs and councils)

Introduction

As part of the review of the grassroots, recreation and youth development a survey/questionnaire was sent to the Chief Executives of Scotland's Local Councils and the Chairmen of our Professional Clubs (SPL and SFL) detailing the aim of the review and seeking responses to eight questions from the Councils and six questions from the clubs. Extracts from the letters sent are detailed below. **See appendix 19 for full text of letter.**

LETTER TO COUNCILS

The first part of the review is looking at the development of the game with particular reference to three areas. First an extensive review of grassroots football and youth development- coupled with an examination of facilities, resources and infrastructure currently available to aid the development of players. Second an analysis of the way in which young talent is nurtured and developed. This will, where appropriate, call on the experience of other countries. Thirdly to look at the way in which the first two phases should influence and inform the way the professional game is run.

Local Councils play an important part in the development of the game and with this in mind I am writing to the 32 Councils seeking their views on what is happening in their particular areas.

I would welcome your comments on the overall approach of your Council to the development of football. In addition your views on the following specific issues would be helpful:

1. The nature and extent of youth pathways, partnerships and other structures currently operating.
2. The role of education and schools- nursery to secondary
3. The extent of community involvement
4. The links with sport overall and programmes to develop an integrated approach to fitness and physical literacy.
5. Any relationships which exist with professional clubs, both SPL and SFL.
6. The provision of facilities and infrastructure and the level of resources, including financial, available to the development of football
7. Some examples of initiatives, innovation or new ideas you are involved in and which might deserve exposure to a wider audience of interest in Scotland.
8. The extent of links with the Scottish Government and in particular the availability of finance and assistance.

I would also welcome your views on what you believe to be the problems and challenges facing football over the next decade and what needs to be done to improve participation and success at grassroots level as well as improving the overall prospects for the game.

LETTER TO CLUBS

The first part of the review is looking at the development of the game with particular reference to three areas. First an extensive review of grassroots football and youth development- coupled with an examination of facilities, resources and infrastructure currently available to aid the development of players. Second an analysis of the way in which young talent is identified, nurtured and developed. This will, where appropriate, call on the experience of other countries. Third to look at the way in which the first two phases should influence and inform the way the professional game is run.

I am also writing to the professional clubs seeking views on what is happening within each club in terms of the finance, facilities, structure and objectives behind youth development, the relationships which have been developed with local communities, local councils and the development of football at grassroots level. In addition I would welcome your views on the following:

1. The numbers and quality of young players coming through the grassroots and elite development activities.
2. Your own scouting set up.
3. Scottish Government and Local Council help for youth development, including finance.
4. Links with football partnerships, pathways and other youth development structures in your area.
5. Examples of initiatives, innovation or new ideas your club is involved in and which might deserve exposure to a wider audience of interest in Scotland.
6. In terms of youth development the effectiveness of the relationships between your club and the SFA, and either the SPL or SFL.

I would also welcome your views on, what you believe to be the problems and challenges facing football over the next decade, what in your view needs to be done to improve participation and success in youth development and how do we improve the overall prospects for the game+

Responses were received from the following:

CLUBS(LEAGUE)

East Fife (2)

Ayr United (1)

Arbroath (2)

Quens Park (3)

Forfar Athletic (3)

Brechin City (2)

Dumbarton (2)

Raith Rovers (1)

St. Johnstone (Spl)
Airdrie United (1)
Berwick Rangers (3)
Albion Rovers (3)
Queen Of The South (1)
Elgin City (1)
Livingston (3)
Annan Athletic (3)
16 Clubs

COUNCILS

Highland Council
Fife Council
Edinburgh City Council
Aberdeenshire Council
Perth And Kinross Council
Aberdeen City Council
Clackmannanshire Council
East Renfrewshire Council
Scottish Borders Council
East Dunbartonshire Council
Moray Council
South Lanarkshire Council
North Ayrshire Council
East Ayrshire Council
East Lothian Council
Angus Council
Dumfries And Galloway Council
Argyll And Bute Council
Orkney Islands Council
19 Councils

An enormous amount of information . insights, ideas and comments both critical of the game and positive about the progress which has been made in recent years- was obtained from the survey/questionnaires. When these responses are combined with the evidence from the grassroots, recreation and youth development organisations and the views gained from an

extensive series of meetings, we have a very important snap shot of the current condition of the foundations of our game in Scotland and the challenges we now face.

The material outlined in this part of the review provides some of the concerns and issues currently facing the Clubs and Councils. These are outlined in a number of extracts from the responses. The overall response is significant and in many respects there is an emerging consensus about the problems and challenges facing the game. These have been invaluable in shaping the recommendations in this report.

Response from the Councils

Highland

Highland Football Academy- Inverness Caley and Ross County ---- Highland and Islands football partnership----active schools-fitness and physical literacy-----provision of facilities--- need for artificial pitches bit financial pressure- maintenance issues.

%a indeed a comprehensive network of 3G surfaces along with the strategic provision of indoors facilities would probably represent the single most important development that would foster greater levels of football activity and development+

Fife

Changing facilities required- repairs and maintenance issues-winter training facilities- developing community programmes with clubs-relatively strong in the secondary section s1-s3 but tensions re ownership of players, how much competition for young people and schools football in decline

%A positive step to revive the whole- school aged- area of the sport and make clear and unambiguous plans for football development which . de-clutters- the many conflicting views and aspirations of those involved in the game at this age+

Edinburgh

They have sport and physical recreation strategy and sports pitches strategy and form part of the south east football partnership

%need for an analysis on the numbers of youth football clubs in operation and whether the available resources and facilities, coaches and volunteers and officials are being spread too thinly across all of the youth clubs+

Pressure on pitches-too many competitions

Support the 2hours of PE . greater recognition of community development and the need for an integrated approach to fitness and physical literacy

%This is an area which requires more effort in trying to address+There is not enough recognition of the benefits of cross training between different sports+

Hearts breakfast clubs in primary schools, now Hibernian.

Standard and quantity of many of the citizens pitch facilities needs to be better-there is an extensive programme to improve facilities for pitch sport.

Success of the Academy pilot page 4.

Funding for infrastructure investment is urgently required and would welcome additional resources for this being available through sports Scotland with a move towards 100% funding to community initiatives.

Lack of sport/football in school curriculum in both primary and secondary- new coaching education for existing teachers- creation of a game day- summer football March- November- 3g pitches.

Too many associations see page 7 need a more structured approach to the game and ensuring a more strategic long term approach.

Talent development there is a lack of a structured approach to talent development. Talented players are not being identified early enough nor is there enough work with the player to ensure they reach their true potential.

Possible solutions- Scottish FA football academies extend initiative throughout the country allowing football to become part of the curriculum (curriculum for excellence) and identify talented players at primary school aged 8-12 during the golden years and bringing these pupils into a multi-talented development programme.

General lack of investment in 3g and indoor facilities suitable for football and particularly in primary school level(often football is banned in schools games halls and in school playing grounds -need for a government led investment programme in schools and communities based sports facilities.

Culture need to focus on winning- the influence of coaches and parents in playing environment for children very important.

Aberdeenshire

In terms of development work, no. of organisations involved and employing bodies makes coordination difficult- difficult to identify who should lead locally on development- the number of leagues and infrastructures with apparently no central information system.

Schools and the active schools initiative- need for a definitive guiding strategy.

Talent- Council is a partner in a gifted and talented programme in conjunction with Aberdeen FC time of school for training. Other talent schemes exist, little coordination some confusion within schools about how best they can develop talent general satisfaction with the coaching infrastructure.

The critical issue is the question of establishing as clear a system as possible for the development of grass roots through to nurturing talent.

Good programmes but often working in isolation from each other and it is unclear whether clubs or governing bodies are leading the process. The sheer number of organisations involved within football would appear to exacerbate the situation locally.

Ideally the overarching governing body could consider a national framework which clearly identifies the roles of all stakeholders and sub governing bodies organisations. Such a strategy should also make clear the schools position on grassroots and talent identification, even if some messages are not popular.

National framework should consider how other sports dovetail in and benefit football and vice versa- overuse of pitches a real problem.

It is the event that a national single infrastructure were to be created, ideally with 6 development areas (for each Scottish region), the council could look at the resources it provides for all football development and potentially reappropriate resources with the agreement of all stakeholders.

See worrying figures on participation and coaches:

Participation figures- 8872- 2009/10. 18701-2008/9. 19287-2007/8 and coaching courses- 65- 2009/10. 471-2008/9. 285-2007/8.

Perth and Kinross

Scandinavian ideas, community and local councils

Of particular note is the significant investment in four new state of the art community campus schools- two of which have full sized floodlit third generation synthetic turf pitches. There are however challenges relating to the provision of outdoor changing facilities and in providing and maintain good quality pitches

Development of women's game important

Pressure on public finance- integrated sport approach the way forward

Aberdeen

Relationship with Aberdeen Football Club

Continuing education and development of volunteers and coaches involved in the development of football at the grass roots level

It is that the fun element of football activity is emphasised at the early stages of participation to promote an enjoyment of physical activity, which hopefully will continue throughout life and contribute to the development of the individual's physical literacy.

The appointment of regional managers holds out potential- need decentralisation in terms of hosting events and to raise the profile of football locally and to recognise the good work and development that is taking place- the open day/week?

Clackmannanshire

The SFA's football development officers are an integral part of the football structure across Scotland, they are well trained and informed but not sufficiently linked to other professional in education and the community. At grassroots level they support technical development of volunteers but cannot mentor or help them develop young people through football.

Club coaches dominate the sport at under 15 years and stop secondary school pupils representing their school. Other sports such as rugby, swimming, gymnastics etc encourage school sports participation and representation. This approach is detrimental to the pupil, especially skilful less academic young people who could benefit from a higher more positive school profile. While there will always be recreation opportunities in football for all ages we are missing an opportunity to use football to develop people. Football has developed as a sport which is insular and isolated. Football does not encourage young people to participate in other sports for injury prevention and physiological development.

Some great partnerships have been developed in support of football between education, leisure, police and some football clubs, however in a very weak structure that can qualify an adult to take a football team with nothing other than attending a six hour course. Many young people have been lost to the sport through poor leadership and coaching or their potential has been missed. There are still not enough opportunities to play football to develop players and coaches. More better, affordable and accessible facilities are required to support the development of stronger player pathways and development centres+

There are many agencies who could partner the Scottish FA in supporting the development of talented players by setting up movement and coordination programmes in nursery and primary schools. This will set the foundation for physically literate young people. We need knowledgeable professionals in schools.

There should be football academies linked to secondary schools throughout Scotland to develop young players and help them benefit academically+

Women's football does not have the same commercial set up but is just as strong an influence on grassroots development.+

The development of football skills are embedded in the Council's nursery physical activity+

East Renfrewshire

Football is an integral part of the Active8 Primary PE Programme and is the start of the pathway.

East Renfrewshire Council is a local authority leader in having an assessment framework for physical literacy and having a comprehensive curricular and community based programmes to support children and young people in maximising their potential. Physical education is the only comprehensive and educationally sound way we have to ensure that all children and young people have the skills and understanding necessary to live in a physically active life. Council is justifiably proud in being one of the only local authorities in Scotland to deliver the nationally recommended weekly allocation of 2 hours of PE per pupil per week.+

The Active8 programme was developed and designed in partnership with the Faculty of Education at the University of Strathclyde and the Governing bodies of Sport.

Active Start- P1

Active Foundations- P2/3

Active Sports- P4/5/6

Active Teams-P7+

All pupils receive a skills assessment in P3 and P6. This is a set of fun activities designed to assess pupils' physical literacy levels at key stages. This allows us to help all pupils reach their maximum potential in PE, Sport and physical activity by putting in place any extra - curricular activity programmes to help pupils develop the skills necessary to play and compete in sport and physical activity providing them with a pathway to a lifetime of physical activity+

See appendix 8

Scottish Borders

Facilities issue critical- no adequate football specific artificial surface/facility anywhere in Scottish borders area.

East Dunbartonshire

Grassroots volunteers/club coaches need to be more experienced, educated and qualified. Currently we have some of the most inexperienced coaches working with our young players at local clubs with poor practice at pivotal ages and stages of development.

Increase in facilities for youth football both indoor and outdoor venues for training and playing matches

Levels of activity and avoid duplicating targets

Addressing % drop off+rate amongst secondary school children(particularly girls)

Effective communication

Quality of coaching in local clubs at all levels poor with the vast majority of club coaches only attaining Scottish FA Level One Coaching Education Certificates (6hr course)

Moray Council

Currently high levels of football but lacking clear pathways and structures and need for streamlining

Using football as the vehicle to encourage physical activity, anti social behaviour, develop literacy or build community capacity so opportunities from nursery age.

Moray football forum

Sports facilities in the area are sadly lacking

Financing developments is difficult

South Lanarkshire

No relationship with professional club

Sports Pitches Strategy

North Ayrshire

Desire to work with Scottish FA

Strong belief in sport

2 hours of PE to every pupil aged 3-18 on a weekly basis- about competence, confidence and self belief- resilient young people

Kilwinning Community Football Club- key to the future

The power of football and Sport

Emphasis on participation and recreation less consumed by the idea of developing the stars of the future

%Establish a strong base of participation, competition, organisation and expertise then the quality will certainly improve. It is not simply the player development pathway that makes the difference. Football needs strong, vibrant well organised and knowledgeable organisations/clubs/volunteers. It needs competitive outlets for everyone-all levels-all ages-both genders. It needs an association whose first aim is to increase participation- not qualify for the world cup- and talks to partners prior to developing new initiatives and ideas. It needs a professional game more aware of its place in the community and the power of the community if the partnership is effective+

We realise the potential of partnership and the power of sport (football)

East Ayrshire

Partnerships with Colleges of Education

Reasonable provision of 3g quality pitches

East Ayrshire-Cumnock Academy Campus- £ 90,000 of investment over three years. Schools of Football or Football Academies seek to provide football specific opportunities as part of the school curriculum for pupils entering S1 P7 pupils are invited to apply for a place on the programme which offers life skills, education, physical, psychological and social development. Players are then selected using a specific criterion which includes sporting talent but not limited to this. Primary head teachers are consulted.

Within Cumnock 32 pupils have been selected to join the %School of Football+and have been participating since August. Their school experience differs from other pupils mainly in that one period per day is filled with football coaching that the whole squad attend. The need for a flexible approach to the curriculum has therefore been an essential element of the programme's success. Skills testing and full medicals are provided. All players are provided with kit to train each day and have access to a range of resources and equipment including goals, balls, training programmes, injury recovery plans and hydrotherapy sessions.

East Lothian

Comprehensive participation pathways are the key to success.

Challenges facing Scottish Football- Technique and desire

%Scotland is to regain its standing in relation to other football playing countries, we need to ensure that our young players and their coaches have a clear focus on the development of individual skills and techniques. Our systems should provide players with the opportunity to practice these skills prior to their involvement in any competitive situations where the focus can often be shifted to the outcome of winning or losing+

From this baseline of individuals that have a sound grounding in the techniques and skills of football, the challenge for us is to identify those that have the desire (the potential) to further practice and refine these skills in order to play the game at the highest level. We ARE ALL

AWARE 10,000 HOURS OR TEN YEARS IS THE ACCEPTED amount of time required for an individual to gain the necessary skills to complete at world class level.

Angus

There is still room for developing partnership with local Scottish Youth Football associations. Dialogue exists with the SYFA but there is not always an openness to change practice as a partnership.- often see their way as the only way- this creates a barrier to new ideas being developed.

%Since the establishment of a regional development group(East Region) there has been an improvement in dialogue and relationships with various groups but it has to be questioned how much it is improving football. There is no influential decision making by the group which would greatly enhance football development. The purpose of these groups needs to be reviewed+

%There is still a variety of competitive structures across the country with not all supporting the development of young footballers. There is a need for greater consistency nationally with the structures being driven by the Long Term Player Development Plan and the Scottish FA giving stronger guidance on this than at present+

Dumfries and Galloway

%Believe we need a greater investment in playing facilities within Dumfries and Galloway as currently our pitches severely affected by the weather. The installation of 3G pitches would have a significant impact on improving football within the region through, improved coaching on appropriate surface, improve player development. Improved access to facilities, improve match play and availability of sessions+

Coaching has to be seen as vitally important. In this regard a number of challenges remain.

Argyll and Bute

%As one of the few local authorities in Scotland which does not have a professional football club based within its boundaries, Argyll and Bute does not have a natural affinity within any club. This proves to be a major problem with the development of talented individuals and has resulted in great deal of work for our Football Development Officer in developing ties+

%The development of youth pathways is very much in its infancy, and restricted by geography and our lack of a link with professional clubs+

%Community involvement in football is the major factor in success+

Orkney

All weather pitches a problem- the lack off

Pitches are not always playable due to weather

Free use of pitches for youth football

A number of European countries invest in Football Academies, developed in conjunction with schools.

Response from the clubs

East Fife

Five themes – finance – facilities for training and games – where do we get players – coaches and the standards – integration into local communities

Plateau- a levelling off of the talent we are now producing

Level of funding a problem need for a new look for the lower league clubs

Very few facilities for youth football – access and usage difficult – grass surfaces, 3g and floodlights – need for coaches to go further and have less constraints on them – costs – gaining the relevant qualifications is an issue

Going in the right direction but we need to follow through in terms of the development of coaching, facilities and players – we do have a massive amount of talent in players and coaches but we are not getting the best from this – need to improve pathways

Ayr United

We are reliant on youth to survive

Structured system of talent recognition, through scouting and networks and partnerships

The areas- development of players for the recreational game(community programme) development of players for the professional game (our talented young footballers programme) funding for community okay but on the youth development side there is zero funding available except for Scottish FA funding

%This is tough area for us as it is great that we can provide community football but the game is dying as a result of us and other clubs not being able to provide potential professional athletes with the support they need and deserve+

Partnership and the academy based on club, SFA, Council and the Academy- age three till they are %aid+

Scholarships – we do not have much in the way of links with other clubs from different sports – our current facilities will not be able to pass certain standards in the next few years

Academy key-a wide community perspective . ring fenced and volunteers

Arbroath

Angus council have not helped in any way, facilities and financially real problem is lack of training facilities and good quality parks to play youth games on - cost of supporting five clubs in national leagues-need for regionalisation

Facilities, lack of 3gs a key problem - having to travel to Perth for training- 42 miles each way should follow examples of Stenhousemuir and Alloa

Need for a new way of financing 3g pitches especially for 3rd and 2nd league teams- project managed by the Scottish FA

Queen's Park

There is an urgent requirement for more full-sized, floodlit, astrograss playing field+ we need a number of regional indoor centres and a phased annual increase in the number of outdoor facilities across Scotland. Emphasis on provision, resourcing, operational and maintenance costs and responsibilities

Need for ongoing professional development in all areas of coaching

A key area is the identification and development of individual talent

Efforts should be made to improve discipline of players, parents and coaching staff- a behaviour standard should be set

Need for auditing of the funds received from Scottish FA and SFL

Need to be more inclusive

Forfar

Have not participated in youth development for three seasons for the following reasons

1. Finance
2. The lack of facilities in our own area
3. due to the fact that as there are seven senior teams in the Tayside area we found it difficult to recruit players of a suitable standard

We would undoubtedly say that in our area and it appears throughout most of Scotland the lack of facilities is the main problem with the improvement of both participation and the eventual success of youth development programmes and this has been the case, as I am sure you are aware, for many years+

Brechin City

Does not operate a youth development programme

We have close links with Brechin City youths an autonomous club that provides coaching and competitive games. Players tend to be signed up by local senior clubs only to be returned to their teams after a couple of seasons training.

From our experience the biggest issue facing Brechin City youths is the lack of training facilities+no pitches, access difficult, no changing facilities

No scouting programme- talent identified by local contact and word of mouth

Little or no financial support from the Council

Need for community initiative

But, lack of training and playing facilities, lack of trained coaches and subsidised training courses, keeping the players with the clubs and associations

Dumbarton

The immediate issue we have within our local and surrounding area is the lack of appropriate facilities+

There is not enough quantity or quality coming through the levels, complete lack of willingness to work together with self preservation+being a priority to clubs at all levels, frustrating pathways

DFC would like to see more joined up thinking between Scottish Government, Local Councils and the SFA, there is not enough priority focus

Looking at the formation of a community club+concept incorporating many sports

There seems to be a bigger issue with the relationships between SFA, SPL and SFL in terms of youth development. This is a priority area that requires immediate focus so that everyone works together for the better of the game and again not to fulfill own's agenda+

Grassroots investment; parental income is one of the main causes of drop out

Talent identification: this area will always be difficult, different views, opinions and philosophies- need clear thinking and procedures

Talent development: not to be associated with talent identification, this area requires specific, defined programmes which will enhance the development of the talent that has been identified

Good questions- are clubs bothering with the recommended long term athlete development programme, are clubs going to be allowed to Hoover up as many players as possible and then discard the youth when they discover someone better- destroying not only the dream but the potential talent too early, are clubs putting results before development- physical before technical

Facilities: Would it be advantageous to finance a suitable facility for clubs in partnership with their local authority and managed by the regional sports partnership, with strict criteria to help with all aspects of developing the game at all levels

Funding: extremely difficult, lack of funding streams, different responsibilities, help from Scottish government, Las have different priorities and problems

Infrastructure, with three ruling bodies all operating individually with their own set of agendas there will never be any clear direction towards the development of the game, a lack of willingness to change, regionalisation- Elgin v Dumbarton u13 level transport costs £500 11 hour round journey for 90 mins of football

Restrictions, right coach, right place, right time why does Scottish FA restrict coaches from developing their potential

Administration; focus on football development is now about administration rather than the practical side of delivery ticking boxes about the club license

Raith Rovers

Players being enticed away

Young talent being identified by academy coaches plus two scouts

Little financial help from the council – access to facilities difficult and expensive – Until 2 years ago the first team had to travel to Stenhousemuir to use winter artificial grass because of its failure to secure a facility in Fife – reluctance of council to help commercial clubs+

Football partnership excellent

Concerns about teams traveling, cost against what is achieved

St. Johnston

Schools essential

Using schools all the time

Make primary school football competitive and keep under age players in the community until they are at least 14 years of age.

Network of scouts looking for ability, attitude and athleticism

Serious underfunding problems

Football to resume in primary schools and make use of existing facilities – increased support from Scottish government and local councils – better and more facilities, government funding must be made available – access to qualified coaches at school/boys and youth club level – more volunteers and less bureaucracy – too much quantity and not enough quality – resistance to change – develop children as footballers and also individuals

Airdrie United

Scouting by recommendations to us from other teams or by word of mouth.

Finance a problem

Despairing views of about everything

The most difficult challenges are in obtaining decent training facilities+

Are the coaches who train the coaches good enough?

SFA coaching issues – changes, costs

Berwick Rangers

Regionalisation issues over national competitions

32 clubs, only 21 clubs in u19 and 15 in the u16, only 11 in both

Previously involved in the SFL leagues and the Scottish FA youth initiative but amount of investment too high for transport, the amount of time spent, and a lack of decent facilities a regional structure would allow for fuller participation

Three tiers . national, regional and geographically isolated clubs

Regionalisation of youth leagues a major issue

Albion Rovers

Review of grassroots and youth development, key how to deliver more value from this essential source of development

There are many talented youngsters but we must provide support and development opportunities to them need to build the development model from the bottom up coaching becomes too technical at an early age and this stifles the development of natural talent the number and qualities of young players coming through the various development streams suggest the current approach is unsustainable activities are too fragmented and need to be controlled under a single development organisation youngsters being denied playing time, by rules that prevent them from playing for school and boys clubs if they are associated with a senior team nor the signing of young players at youth academies giving children a distorted view of football life committing themselves to a club and being discarded at a very young age, some at 11 years of age

Approach to elite development- clubs best placed to identify and nurture that talent

No formal youth development programme at the club cost, poor coaching and an absence of players progressing to the first team.. filtering and selection of talent based on the views of coaches- quality of coaching is absolutely crucial need to coordinate development

Finance is fragmented- Govt and local councils-no consistency throughout the country fragmentation of finance leads to poor return on investment, difficult to audit and maximise on return

In terms of facilities it is clear that Scotland is not well served at present, particularly where indoor facilities are concerned- the absence of FIFA standard 3G pitches restricts the opportunity to work with and develop the skills of young players need installation of 3G pitches at every 2n and 3rd division SFL grounds as part of a government funded initiative
o 1st?

The current structure of youth development is overly complicated and needs to be streamlined and brought under the control of a single authority there should be greater transparency and clarity around the relationships between clubs, Scottish FA and SFL need to establish a single youth football entity responsible for all aspects of the youth game

The lower leagues need to be more focused to help ensure that youngsters and clubs reach their potential

Queen of the South

Need funding to provide good grade astro-turf pitch. A leaning towards summer football.

Elgin City

No financial support

No community all weather facilities either indoor or outdoor

Grave concern about facilities- train at RAF bases or highland football academies in Dingwall - a round trip of over ninety miles - most deprived area in the UK for sporting facilities - Moray council

The main focus is to try and address the disgraceful lack of facilities for all sports in the area+

It is now much more difficult for a lower league Football Manager to develop talent

Livingston

Response deals with their access to and development of the Youth Initiative with the SFA

Annan Athletic

Concern- we attract players that have been with more senior clubs - alarming is that there is a common theme where a significant number of the players are very tactically unaware and lack basic fundamental understanding of the game - some of them have been full-time at SPL clubs for up to 4 years.

Do not have a formal scouting system

See their comments about facilities- a major issue is the provision of facilities- we put football before anything else but somewhere we have lost the way. An all weather facility is essential - we need to rethink facilities - facilities need to be in place - we need to invest in our youth programmes with facilities to match. Pitch in every SFL club in Scotland- 27 pitches

PLUS

Stenhousemuir (Conclusion from visit)

The embrace of a new business model (Community Interest Company) is transforming the role of the club and is a powerful example of a football club acknowledging football, social, economic and sporting realities and building a different future - this is Football Enterprise+

Celtic

(Letter from the Club, but not part of the response to the survey /questionnaire)

Clubs should be at the heart of any recommendations for youth development

Strengthening the activities that already exist- competitive imperative important

Capturing attention as well as imagination

Football can be a tremendous force for good in society- so the aim must not only to improve football but to harness this tremendous power to achieve so much more. If we get this right the reward is a fitter, healthier, brighter Scotland – a beacon for others to look to.

It is about facilities, structures, coaching qualifications and the curriculum.

It is about empowering clubs to reach deeper in their communities – ambassadors on a wider stage so other aspects such as the competitive environment – funding and governance should come into play

We need a broader approach – .+

Visits were also made to the following clubs. The evidence and information gained has been used extensively throughout the review and in particular when looking at the current condition of the game.

Aberdeen FC
Celtic FC (plus letter from Chief Executive)
Dundee United FC
Falkirk FC
Hibernian FC
Rangers FC
Stenhousemuir FC
Alloa FC
East Fife FC
Heart of Midlothian FC (Meeting with Managing Director)