



ANNUAL REVIEW



★ 2016 ★

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INTRODUCTIONS

PRESIDENT'S WELCOME
CHIEF EXECUTIVE'S REPORT

PRESIDENT'S WELCOME

It is my great pleasure to present to you the Scottish FA's Annual Review for 2016.

In my first year as President I have been struck by the passion and commitment of our Board of directors, our senior management and staff to improve Scottish football at all levels and work with our colleagues throughout the game to take Scottish football in the right direction.

The Scottish FA's strategic plan, Scotland United: A 2020 vision, maps out our ambitions for the remainder of the decade. Whilst, almost inevitably, we have had to overcome obstacles and endure disappointments along the way, we must not lose sight of the ultimate goal of producing a better standard of player so that, in turn, we can have a more vibrant league and successful national team.

This year, it is impossible to escape the deep disappointment of not qualifying for the UEFA European Championship finals in France. The events of the second half of our Group D campaign remain all-too-fresh in my memory and the memories of our national coach, players and supporters.

While nobody is more disappointed than Gordon Strachan, the continuation of our absence from major tournaments has a knock-on effect for Scottish football's finances. It is against this backdrop that we must work doubly hard to provide a pipeline of talent for Gordon and future national coaches to benefit from.

To that end, the arrival of Brian McClair as Performance Director is a key appointment in working in partnership with the professional game to hone the development pathway for our players.

Already, significant work has taken place to evaluate and assess the progress of that plan at the midway point of our strategy. Our Performance School project is now in its fourth year and while the analysis can be found in the Performance section, we are delighted that now almost 300 young boys and girls have benefited from an additional eight hours of skills development as part of their curriculum at our seven schools.

The first intake of players will have their graduation in 2016 and it is our wish to see those young players gravitate to become professional players at club level and feature prominently in our national teams in the future.

Under Brian's leadership, we are also working closer with our senior clubs to ensure a more focused and inclusive approach to elite talent development in Club Academy Scotland, the academy system funded by the Scottish FA.

We have also worked with key partners at the Scottish Government and Heriot Watt University as we approach the final stages of building Oriam – Scotland's National Performance Centre for Sport. As an anchor tenant, this state-of-the-art facility will be an inspirational home for our national teams and the crown jewel of our performance strategy.

It has been hugely exciting to see the concept come to life throughout 2015 and I am certain this will help take the national game forward when it opens later this year.

While the Men's National Team have not made it to France, Anna Signeul's Women's National Team enjoyed an unblemished 2015 in their quest to qualify for the UEFA European Women's Championships.

This unbeaten start was a terrific response from the previous year's elimination from the FIFA Women's World Cup qualifiers and is an extension of the great work undertaken by Anna and her team. It would be a fantastic achievement for the women's team to reach the finals in Amsterdam in 2017 and with so many of our players now shining in professional leagues in England and around the world, I am certain we will make an impact.

The Scottish FA's commercial sponsors and partners have also contributed greatly to our vision and I would like to thank them for their continued support.

In short, I believe we have much to be positive about in our game and I look forward to a prosperous year ahead on and off the field.

Alan McRae
PRESIDENT, SCOTTISH FA



“ ... we must not lose sight of the ultimate goal of producing a better standard of player so that, in turn, we can have a more vibrant league and successful national team. ”



CHIEF EXECUTIVE'S REPORT

The Scottish FA continued to punch above its weight in 2015 as it secured new commercial deals in untapped areas of the national game, while consolidating and extending our partnerships across a wide spectrum of sectors.

Fundamental to the implementation of our strategic plan, Scotland United: A 2020 Vision, is the financial support provided through our television broadcasting deals and we were delighted to extend our agreement with UEFA through the centralisation of our national team rights until 2022.

This provides the Scottish FA with the resource to support the game at all levels and, principally, through our two key strategic pillars of Strong Quality Growth (Grassroots) and Perform & Win (Elite).

As well as the recent UEFA agreement, William Hill have also agreed to extend their sponsorship of the Scottish Cup, which was won in 2015 by Inverness Caledonian Thistle. The partnership with William Hill has been hugely successful for both parties and ensures that both achievement and participation in the Scottish Cup will deliver financial rewards for our members.

Our commitment to growing the game has also led to William Hill acquiring the naming rights of Hampden Park's historic South Stand, cementing not only our partnership but the FTSE 250 company's association with the national game.

Tennent's have also revisited their partnership with Scottish football as Official Beer Partner of the national team and, while we have also reached agreement with the supermarket chain, Lidl, to become the Official Partner of the Scottish FA's Skills Centres, a grassroots initiative that will give more young people more access to football more often, across the country.

Of course, events on the field have a huge bearing on the image and reputation of the game and while there is no escaping the disappointment of failing to qualify for the UEFA European Championship finals in France this summer, it can be tempered by the improvement in overall performance and the overwhelming support for the national coach, Gordon Strachan, and his players as they prepare to begin the long Road to Russia for the FIFA World Cup 2018.

By contrast, while the Scotland women's national team failed to progress beyond the first play-off tie against Holland for the FIFA Women's World Cup Canada 2015, I have been delighted by the flawless start made in the quest to reach the UEFA Euro 2017 in Netherlands.

At youth level, the men's under-17s have managed to qualify for the UEFA Euro finals in Azerbaijan this summer for the third time in a row, showing that Scotland can compete with the cream of the continent.

Later this year, the prospects for our future generations of footballers, referees and sports people generally, will be enhanced greatly when the National Performance Centre for Sport, Oriam, opens in Edinburgh. The crown jewel of our performance strategy will give our best young players access to state-of-the-art facilities and provide a platform on which to inspire future generations of Scotland players for the men's and women's teams.



We have been grateful to FIFA and their GOAL fund for supporting the project and look forward to seeing the vision shared by ourselves, Scottish Government, Heriot-Watt University, Edinburgh City Council and sportscotland come to life.

Building on the success of our leading role in the Oriam project, our relationships with the Scottish Government have been strengthened, and we are working with all stakeholders to align Scottish football behind a single strategy to enable the national sport to play its part in creating a healthier, fitter and more aspirational country.

Through the CashBack for Communities programme, utilising proceeds of crime, both football and rugby have worked in partnership with sportscotland to utilise £3.15m of funding to invest in new 3G facilities in line with the Scottish FA's facilities strategy.

This is in addition to the £1.3m investment in Scottish football through sportscotland that enables our Football Development department to increase coaching and

development provision throughout our six regions, including opportunities within disability football, the girls' and women's game and among minority groups as part of our commitment to equality and inclusion.

Internally, the Scottish FA continues to strive to improve and achieved a Silver Level award as an Investor in People in 2015. The creation of the Scottish FA Congress in 2015 reflects the need for greater representation of the game's stakeholders. Having remodelled and modernised the traditional Scottish FA Council, Congress is now Scottish football's only fully representative forum, including supporters groups, PFA Scotland, Coaches and Managers Association, Senior Referees' Association, the media and sportscotland.

We have reformatted our existing Executive Leadership Team with an Operational Board to help manage the day-to-day business more efficiently and effectively. The creation of a Football Management Board also brings greater focus and alignment in a key area of our corporate strategy.

With Board involvement and approval, we have also enhanced our focus on Audit and Risk to reflect the modern challenges to global business from technology to terrorism. Our risk register now reflects our work in these areas, overseen by our Finance Director with input from the Scottish FA Board of Directors and, in particular, our independent non-executive members, Gary Hughes and Barrie Jackson.

The strengthening of our Remuneration Committee and creation of an Investment Sub-Committee also complies with our objectives and stated values of transparency and integrity.

In short, while 2015 ultimately proved to be a source of disappointment in not qualifying for the men's European Championships or Women's World Cup, the Scottish FA has worked tirelessly to ensure the national game retains a solid foundation on which to build future prosperity at all levels.

Stewart M Regan
CHIEF EXECUTIVE, SCOTTISH FA

SECTION ONE

PERFORMANCE

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PERFORMANCE REVIEW

The Scottish FA appointed the former Manchester United Academy Director, Brian McClair, as Performance Director in February.

Brian spent an illustrious 25-year career at United, where he served as a player, youth coach and, most recently, manager of their respected youth academy.

It was this blend of experience and commitment to elite player development in all forms that ensured he was identified unanimously as preferred candidate during a recruitment process which involved the current Scotland national coach, Gordon Strachan, previous national coaches Walter Smith and Andy Roxburgh, as well as the Scottish FA's Chief Executive, Stewart Regan.

Brian, who earned 30 international caps for Scotland, has overall responsibility for the implementation of the Performance Strategy, a key pillar of Scotland United: A 2020 Vision.

His initial period was spent analysing the existing performance framework, travelling the country to speak to club chairpersons and chief executives, heads of youth and players themselves, in order to establish a common vision for the second half of the strategic plan.

As well as overseeing all National Youth Team programmes, he will also work closely with the senior men's and women's national coaches to ensure the philosophy permeates all levels. Brian will also refine the operations at the seven Regional Performance Schools that are currently in their fourth year, where almost 300 of the country's most talented boys and girls benefit from an additional eight hours of individual skills development per week as part of their curriculum.

As he considers the future strategy, Brian admits he has been "very encouraged" by the work already under way. "I have been hugely encouraged by the commitment of our coaching staff to giving each player the best opportunity possible, whether they are in the performance schools, the national youth teams or in Club Academy Scotland," he said.

"There is a unanimous feeling that as a footballing nation we need to improve and there is a real willingness to help make that happen. My strongest belief is that no matter how the performance strategy evolves, or no matter what the objectives at the clubs, everything must be about the development of the player; the person; the individual.

"We are responsible for their dreams and it is something we have to encourage in young people: to give them the confidence and the platform to achieve all that they can and to provide the support needed to help them on that journey. If we can do that collectively – the clubs, the Scottish FA, the SPFL – then everybody can benefit but ultimately we will only get there if we put the player first at all times."

Brian has enlisted the help of his former Old Trafford team-mate, Gordon Strachan, to help re-emphasise the philosophy of hard work, dedication and person-centred development of talent. While the game has evolved since their playing heydays, they are united in their belief that an uncompromising work ethic is the foundation for that success.

A working group has been convened, including chief executives, chairpersons and heads of youth, to agree a set of common objectives for the short, medium and long-term across all areas of the strategy. The Performance Director is adamant that a joint effort is essential for Scottish football's future prosperity.

"The facts are obvious: Scotland haven't qualified for a major tournament since 1998, we have not performed in Europe as well as we have done previously and while there are external factors that have contributed to that situation, we also have to take some ownership and responsibility for ensuring a better future," said Brian.



“ My strongest belief is that no matter how the performance strategy evolves, or no matter what the objectives at the clubs, everything must be about the development of the player; the person; the individual ”

PERFORMANCE SCHOOLS



Brian McClair and Stewart Regan welcomed the latest intake of Scottish FA Performance School pupils to Hampden Park in August, as the cornerstone of the performance strategy rolled-out across four year groups in the seven schools.

Since the beginning of the programme in 2012, there has been over 9000 total hours of practice and the skills measurement over that period of time show the players have improved their technique by 42%.

Already, there have been 265 players from the schools in the Regional Squad programme, 74 players in the under-14 squads, 43 players in the under-15 squads and 12 players representing the country at under-16 level.

Our partner schools also report that the players' school attendance is between 3 to 5% above the school average and their academic achievements are also very positive. In June 2016, our first cohort will have sat their exams and we will be able to tell exactly how successful they have been.

As well as benefiting from site visits to Benfica, Barcelona and AC Milan, the young players have also been welcome to attend first-team training sessions closer to home at Dundee, Dundee United and St Johnstone. The players have also had the opportunity to meet the national coach, Gordon Strachan, and the national A squad players, and enjoyed guest coaching from national youth team coaches Scot Gemmill and Ricky Sbragia.

Every year, each school will take up to 20 of the most talented under-12 players in their region – both boys and girls – and provide a minimum five extra coaching sessions focusing on skills development. Over a four-year period, this will provide the most talented young footballers throughout the country with an extra 800 sessions.

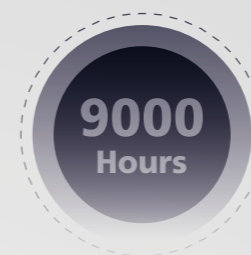
Now into the fourth year of the programme, Brian McClair believes the work undertaken at the Performance Schools will complement their club development and equip them with the necessary skills to thrive on and off the pitch.

"Firstly, it is about having fun and enjoying the experience: it is important each player in the Performance School programme appreciates the opportunity to play football as part of the curriculum," he said.

"I am pleased that the feedback already from the first three years has been positive not only in skills development but educationally.

"For those here today, the message is to work hard, practice and never stop chasing your dream. The coaches will be on hand to support them throughout their journey, their teachers will be there to ensure the correct balance between football and study and I would like to thank every Head Teacher for their faith in what we are looking to achieve.

"Players will develop at different ages and stages but the over-riding philosophy of the Performance School environment is about developing skills on an individual basis."



Stewart Regan, the Scottish FA Chief Executive, believes the success of the Performance Schools will be for the betterment of the whole game. "Our national coaches, Gordon Strachan and Anna Signeul, have spoken passionately about the need for young players to spend more quality time with the ball, developing their skills and technique. This philosophy is at the heart of the Regional Performance School programme.

"It is fitting that the induction takes place at Hampden Park: that is where every player in the Performance Schools should aspire to one day return to play for their country. We will work together with the clubs to give each young player the best opportunity possible to fulfil their potential."

The seven Performance Schools and their coaches:

Braidhurst High School (Motherwell)
JAMES GRADY

Broughton High School (Edinburgh)
GREG MILLER

Graeme High School (Falkirk)
IAN ROSS

Grange Academy (Kilmarnock)
ANDREW GOLDIE

Hazlehead Academy (Aberdeen)
STUART GLENNIE

Holyrood Secondary School (Glasgow)
BRIAN MCLAUGHLIN

St John's High School (Dundee)
IAIN JENKINS



CLUB ACADEMY SCOTLAND

CLUB GRADING

From the beginning of the 2015-16 season, the Club Academy Scotland programme began a three-year cycle where clubs were streamed into a new five tier grading structure.



Clubs shall remain within these grades over seasons 2015-16, 2016-17 and 2017-18, subject to audits carried out by the Scottish FA Licensing Department.



MEASURABLE PERFORMANCE OUTCOMES (MPO)

Clubs were measured against outcomes produced for the 2014-15 season.

The MPO document covers 14 areas of assessment, including club and national team activity.

Each point awarded to clubs covers a monetary value, and for Season 2014-15, the total pot of money available was £300,000.

MONITORING PROCESS

Throughout Season 2015-16, clubs undergo a full monitoring process with more than 200 matches being covered by the monitoring team.

These visits are set up to encourage clubs to provide best practice for the players and staff.

Monitoring plays a significant role in the Scottish FA Licensing Department auditing process, providing information on all clubs within the Club Academy Scotland programme. Should any club fail to adhere to Club Academy Scotland Minimum Criteria, then it can run the risk of being sanctioned.

REVIEW OF THE PROGRAMME

Following the appointment of Brian McClair, a full review of the Club Academy Scotland programme is being undertaken.

The Performance Strategy Working Group has been set up to look at what can be done to improve the CAS programme.

The members of the group are as follows:

- STEVEN GUNN (Aberdeen FC)
- JIM CHAPMAN (Annan Athletic FC)
- CHRIS MCCART (Celtic FC)
- CREAG ROBERTSON (Falkirk FC)
- LES GRAY (Hamilton Academical FC)
- CRAIG LEVEIN (Heart of Midlothian FC)
- GEORGE CRAIG (Hibernian FC)
- CRAIG MULHOLLAND (Rangers FC)
- ROY MCGREGOR (Ross County FC)
- IAIN BLAIR (Scottish Professional Football League)
- BRIAN MCCLAIR (Scottish FA Performance Director)
- DEREK HUNTER (Performance Department Operations Manager)
- CAMPBELL MONEY (Performance Academy Officer)

The Group Chair is Alistair Gray and the group findings are due to be reported to the Scottish FA later this year.

NATIONAL TEAMS

MEN'S A

Scotland's undulating fortunes throughout UEFA Euro 2016 Qualifiers could barely have been better illustrated than by the emotional backdrop provided by the thousands of fans who travelled to Faro for a celebration but ultimately provided a collective embrace around a wounded national team.

That Scotland did not qualify for the European Championships in France does not adequately relay the story of a campaign of exhilarating highs and steep lows.

Gordon Strachan's side sat prettily by the midway point of Group D, the rousing 1-0 victory against Republic of Ireland at Celtic Park in November fuelling hopes and dreams that after 18 years, a return to a major tournament might just be possible.

A 6-1 victory against Gibraltar on the return to Hampden Park post-Commonwealth Games proved eventful. The visitors scoring the first goal of their maiden campaign to cause awkward silence at the national stadium, in part due to a daring set-up of only once central defender to maximise the goals-for column, only for a Steven Fletcher hat-trick, Shaun Maloney double and Steven Naismith solo to add emphasis to the scoreline.

Scotland travelled to Dublin in March knowing that a victory would effectively kill-off our Celtic cousins' hopes of the play-off position, having earlier lost at Parkhead. Martin O'Neill's side evidently felt likewise and took the lead in a powerful first-half performance characterised by Jonathan Walters' opener, albeit with strong claims for off-side.

Scotland recovered immediately after the break, forcing John O'Shea into scoring an own-goal but while a share of the points suited Scotland more in the head-to-head, the result re-energised Ireland for the home stretch.

A visit to Tblisi, Georgia, came with familiar trepidation: it had after all, been the scene of misery for Alex McLeish when defeat to a depleted Georgian side fatally wounded Scotland's prospects of qualifying for UEFA Euro 2007.

Under new management following the departure of Temuri Ketsabava, and having failed to make an impact against any of Scotland's group rivals, the match would again have fateful consequences. A sustained period of early pressure came to nothing for Scotland and the familiar sense of foreboding was vindicated when Valeri Kazaishvili scored past David Marshall.



For all Scotland's possession they could not find a way through an iron Georgia defence. It was a defeat that turned our prospects overnight and, within days, Ireland had regained a foothold on the play-off spot when they defeated Georgia at the Aviva.

Scotland's fight remained strong when the world champions visited Hampden but having twice levelled against Germany, the fates conspired again when İlkay Gündogan struck a winner.

The extent of the damage caused by that defeat in Tblisi crystallised in the first leg of the October double-header. As Scotland threw everything at the Polish juggernaut at Hampden, news of Shane Long's goal in the Aviva against Germany was received in Glasgow like a dagger through the heart. To add insult to injury, what had looked a herculean victory against the Poles came unstuck in the fourth minute of added-on time when a late free-kick was desperately bundled over the line by Robert Lewandowski.

Elimination was confirmed in the despairing circumstances, rendering a visit to Faro, Portugal, to play Gibraltar as a dead-rubber. For Gordon Strachan and his squad, solace came amid the surreal scenes of a full house of Scotland fans saluting the efforts of their stricken team after an emphatic but ultimately futile win.

"You don't get situations like that often," Gordon reflected on the bittersweet experience. "It's a one-off thing where you fail to qualify on the Thursday and these people are chanting for the team."

"It was a special moment. Most of the special moments you get in football are when you have success - you don't usually see a team failing to qualify, then 12,000 people turn up. I didn't ever expect to have one of my most memorable nights in football away to Gibraltar."

"The fans just want a group of players who give their best and they'll support them. That was never clearer than it was that evening."

Those fans will be inspirational companions on the Road to Russia.



NATIONAL TEAMS

WOMEN'S A

When the dust settles on the UEFA Women's EURO 2017 qualification campaign, 2015 may yet go down as a seminal year for the Scotland women's squad.

Anna Signeul's side blazed a trail in the first half of the campaign, spurred on by a determination to reach the finals of a major tournament for the first time, following three play-off appearances. By the last qualifier of the year, a stunning 10-0 rout of Macedonia in Paisley, the stats read P: 4 W: 4 GD + 23.

Fortunes were mixed in the year's early friendly matches, as Scotland moved to put defeat to The Netherlands in the FIFA World Cup 2015 play-offs, behind them.



In February, a lively Scotland side recorded a 4-0 win over Northern Ireland in Belfast. A double for Jane Ross hinted at a prolific year on the international scene for the then Vitsjjo GIK striker.

The annual Cyprus Women's Cup started at a slow pace, with defeats to Canada and Italy. A 2-1 win over Korea Republic was followed by revenge of sorts over The Netherlands in the final match, as a Kim Little hat trick sealed a 3-1 victory.

Three fixtures against World Cup-bound teams followed. An encouraging draw with Australia in Falkirk was followed by defeats to France and Norway.

The warm-up matches against highly ranked opposition stood Scotland in good stead when the qualifying campaign kicked-off, as they raced to the top of Group 1 and remained there for the rest of the year.

Another Little hat-trick sealed a three-nil win, and the first three points of the campaign, in Slovenia in September.

Before the visit of Belarus the following month, Ifeoma Dieke, Jo Love, and Scotland's record scorer Julie Fleeting, became part of the first group of current and former female players across Europe to be officially recognised for reaching 100 caps.

Over the course of the year, Scotland's most capped player, Gemma Fay, plus Kim Little, Leanne Ross, Suzanne Grant, Rhonda Jones and Megan Sneddon, would also be presented with specially designed caps and medals to mark the milestone.

Back on the pitch, a second-half goal flurry in Motherwell sealed the second win of the campaign.

Jane Ross and Jo Love both bagged doubles, and Caroline Weir, Rachel Corsie and Lisa Evans were all on the score sheet in an impressive 7-0 win over Belarus.

Four days later, Scotland were in Skopje for the second match of the October double-header. Little again put Scotland in to the lead, before a short setback when the first goal of the campaign was conceded on the stroke of half-time. However the 100% record remained intact, with Scotland eventually running out 4-1 winners.

The best was yet to come in the return fixture against Macedonia in Paisley a month later. The result was as eye-catching as the kit, as Scotland debuted the new pink adidas away strip in a ruthless 10-0 win.

Jane Ross and Jo Love grabbed four and three goals respectively, while Jennifer Beattie, Hayley Lauder, and Lisa Evans also got in on the action.

The result put Scotland in to a group of ten teams with 100% records at the half way point of the campaign. It also catapulted Jane Ross, now plying her trade at Manchester City, to the top of the Europe-wide scoring chart, with six goals.

With two fixtures against Group 1's top seeds, Iceland, still to come, Scotland have a big year ahead. However the perfect record in 2015 has arguably given Signeul's side their best ever chance of qualifying for a major finals.



NATIONAL TEAMS YOUTH



MEN'S YOUTH TEAMS

Scot Gemmill led Scotland Under-17s to a second successive UEFA European Championship with qualification for the finals in Bulgaria in May. After coming through their qualification group as winners and undefeated, Scotland secured their place at the 16-team tournament as one of the best runners-up in the elite round stage, recording a win over Bosnia-Herzegovina and a draw with Hungary. Their appearance at the finals was to be short-lived though, with defeats to Greece, semi-finalists Russia and winners France ending all hopes of matching the class of 2014, who reached the last four in Malta a year previously.



Ricky Sbragia came within a whisker of leading Scotland to their first finals appearance since 2006. After recording an impressive 2-1 win over elite round hosts Austria in their opening match, the Sbragia's side went on to draw 0-0 with Italy. A win in their third and final fixture against Croatia would have guaranteed a place at the finals but the Scots could only manage a 1-1 draw and with Austria scoring late on to beat Italy in the group's other match, it was they and not Scotland who advanced to the last eight.

Sbragia was named as the Scotland Under-21 coach in August ahead of

their 2017 UEFA European Under-21 Championship qualifying round opener against Northern Ireland. Goals from Ryan Fraser and Ryan Christie earned Scotland a 2-1 victory in Lurgan to get the campaign off to a winning start, although home draws to Iceland and Ukraine and a 2-1 loss to France followed to leave the group wide open at the end of the year.

Scotland Under-16s finished second in the Victory Shield, behind eventual winners Wales and ahead of Northern Ireland and Republic of Ireland, who replaced England in the 2015 competition after they decided to opt out.



“ We are responsible for their dreams and it is something we have to encourage in young people: to give them the confidence and the platform to achieve all that they can and to provide the support needed to help them on that journey ”

Brian McClair

WOMEN'S UNDER-19S

After making their third appearance at the UEFA Women's Under-19 Championship Finals in 2014, Scotland bowed out of the qualifiers at the elite round stage in the 2015 edition.

Gareth Evans's side safely negotiated the first qualifying round, but were handed a tough draw against four-time winners Germany, who had home advantage as group hosts, plus Belgium and Ukraine.

It was difficult to recover from an opening 6-0 defeat to Germany, but following a 2-2 draw with Belgium, Scotland ended

the campaign on a high as Lizzie Arnot, Hannah Stewart and Kirsty Howat sealed a 3-0 win over Ukraine.

The 2016 campaign got off to the perfect start in September, as Scotland topped Group 11 to advance to the Elite Round yet again.

Ukraine were once again the opponents in the opening match, which ended in a 3-2 victory. Wins over Albania and hosts Austria set up another tilt at the Elite Round, with France, Portugal and Greece set to be the opponents in early 2016.



WOMEN'S UNDER-17S

Pauline Hamill's side travelled to Poland for the Elite Round of the 2015 UEFA Women's Under-17 Championship in March.

Victories over Slovakia and the hosts set up a crunch final match against France to decide the group winners, but a 3-1 defeat ended Scotland's hopes of reaching the finals.

A tricky trip to Kazakhstan followed when qualification for the 2016 finals started in October.

A stalemate against Latvia meant that Scotland needed to pick up at least three points in their next two matches to advance to the Elite Round. Goals from Shannon McGregor, Kaela McDonald and a Brogan Hay double sealed a 4-0 victory over the hosts. Defeat to group winners Austria meant that Scotland advanced as runners-up.

A tough group comprising Norway, Poland and Sweden awaits when qualification resumes in March 2016.

REFEREE OPERATIONS

“ We have a dedicated and talented group of officials and we are committed to ongoing development and improvement ”



Scotland's top referees continue to perform at the highest level of European football and represent the country with distinction.

William Collum made history by becoming only the fifth Scottish match official to referee the UEFA Super Cup final, played between Barcelona and Seville in Tbilisi, Georgia. He was assisted by a team of Scottish officials including Francis Connor, Bobby Madden, Kevin Clancy, and Graham Chambers.

Further good news was also announced in December 2015 when William and his team was appointed to the European Championships taking place in France in June 2016. For this tournament his team will consist of Damian McGrath, Francis Connor, Bobby Madden and John Beaton.

The 2015 Scottish League Cup final was refereed by Bobby Madden, his first national cup final appointment, while William Collum refereed the 2015 William Hill Scottish Cup final – his second appointment to the country's showpiece match, having refereed the 2013 final.

The SQA Referee Personal Development Award, supported through funding from Specsavers and Cashback continues to go from strength to strength. This educational course is now established as a key

component of our recruitment and equality strategies, aimed at attracting more young people from all demographics into refereeing while positively promoting the role of refereeing in Scotland and creating a culture of knowledge and understanding towards our referees.

The school-based programme continued to train young referees through schools across Scotland for another year. By the end of 2015, a total of 30 schools were taking part in the scheme, up from 25 in 2014.

2015 marked a new development in Scottish refereeing with the launch of the new Futsal conversion course. We now have 38 qualified Futsal referees in Scotland and anticipate further growth in order to service this fast, skilful small sided version of indoor football.

Developing our specialist assistant referees moved forward with the introduction of assistant referee observers and an increase in our UEFA Referee Advisory Panel approved coaching numbers.

During 2015 there were two notable retirements from experienced top level referees: Iain Brines and Calum Murray, both decided to hang up their whistles and end two highly successful careers. We are delighted that they have chosen to remain part of the refereeing community in order to share their knowledge and experience. Both Iain and Calum have been appointed to our Referee Committee and have become observers within the top level in Scotland.

Another landmark in 2015 was the launch of the Scottish Centre of Refereeing Excellence (SCORE). The inaugural SCORE

course, which will be based at the National Performance Centre for Sport in Edinburgh, will provide a pathway for up-and-coming referees to reach the upper echelons of the game, with the Scottish FA and Heriot-Watt University working in partnership to provide education through modules and intensive training.

The nine candidates successful in their application to SCORE went through a rigorous process, including tests on the laws of the game and personal fitness, as well as an interview. This flagship programme is designed to develop the international referees of the future for Scottish refereeing and bridge the gap between the SQA programme and our elite level referees.

Reflecting on the year, the Scottish FA's Head of Referee Operations, said John Fleming said:

“It's been a challenging but successful year for Scottish referees and it's pleasing to see our officials continue to be recognised on the international stage. We have a dedicated and talented group of officials and we are committed to ongoing development and improvement.”

“I am sure William and his team will excel at Euro 2016 and continue to perform at the high standards they have set themselves. I am also delighted at the development of our SCORE programme and I am confident this will help deliver future elite referees to the benefit of Scottish football. Our partnerships with Specsavers, Cashback and Heriot-Watt University highlight our commitment to education and development of future generations of referees and I am looking to the future with lots of optimism as a result of these excellent partnerships.”



COACH EDUCATION

The Scottish FA's Coach Education programme continues to provide expert tuition for all levels of the game and attract some of the highest-profile managers in football.

Driven by a team of enthusiastic experts with many years of experience, the Scottish FA provides bespoke pathways for coaches who work with children, adults, youths, professionals and goalkeepers. As well as this, there are also specialist coach education courses in Futsal, disability, and the new newly developed scouting and early year provision.

In recent years, the Scottish FA has provided coach education to around 10,000 people per annum, including volunteers across the six regions, whilst also attracting in excess of 5000 attendees through their extensive

Continued Personal Development and Continuous Coach Development programmes.

The UEFA Pro Licence places remain much sought-after and the current two-year course includes such renowned managers as Alex Neil, of Norwich City, Ian Cathro, the Newcastle United assistant manager and former Scotland captain Gary Caldwell, Wigan Athletic manager.

In 2015, the candidates benefited from a keynote presentation from the former Newcastle United, Manchester City and England manager Kevin Keegan on the transition from a world-class playing career into a reputable and enduring coaching career.

As well as delivering a knockout presentation on the characteristics required to survive in modern management, Kevin provided a number of anecdotes from throughout his illustrious career in the game to supplement his philosophy.

Jim Fleeting, Scottish FA Director of Football Development said: "The important thing in the modern game is to ensure you have the right balance in your coaching team but always trust your own instincts," he said. "You have access to so much data, sports science and fitness expertise but you have to use your own eyes too and call on that experience you have built up either as a player or a coach.

"In my first time at Newcastle I didn't have the benefit of a coaching course of this kind and so that is why I tell the candidates it is so important to make sure you are ready because no matter how much experience you think you have, nothing prepares you for the demands of management, especially when you are managing in the public eye with the media spotlight on you constantly."

His presentation resonated with the likes of Alan Archibald, former Partick Thistle defender-turned-manager, Paul Hartley, now manager of Dundee after early success at Alloa Athletic and Robbie Neilson who has taken Heart of Midlothian back to being very competitive in the Premier League.

"Kevin's experiences are invaluable and I know the Pro Licence candidates loved the honesty of his journey throughout his career, the lessons he learned and the preparation he put in at every club he worked for – culminating in the England job."

The Pro Licence candidates also benefited from presentations from the former Rangers and Scotland manager, Walter Smith, David Moyes discussed the cultural



differences between coaching Everton in the Premier League and Real Sociedad in La Liga, while the former Downing Street Head of Communications, Alastair Campbell, provided a fascinating overview of how modern coaches require the same strategic mindset as world leaders and heads of state.

"We are so lucky to have had so many high-calibre speakers and presenters at all our courses but especially for the Pro Licence. David Moyes has long been a supporter of the Scottish FA's Coach Education department and he cares passionately about the future generations of coaches being aware of the requirements for succeeding in the modern game, especially with the money at stake in certain parts of the world, the commercial pressures and of course, the media scrutiny.

"That's why I am grateful to Alastair for his involvement. There are few people with better contacts across the world and his counsel has been sought from Presidents and Prime Ministers to the best football and sports coaches in the world. Hearing his presentation – and getting the candidates to read his book on Winners and How They Succeed - was a real coup for the Scottish FA and for those coaches making their way.

Earlier in the year, Fleeting also spent time at the National Soccer Coaches Association of America (NSCAA) Convention in Philadelphia where he and Donald Park lead a workshop on coaching in Scotland and the transferable skills offered by the Scottish FA coach education programme.

"It was simply unbelievable" he said. "To be at a convention with over 12,000 coaches was unreal, and credit must go to the NSCAA for organising an incredible event on such a large scale.

"The coach education on and off the field was incredible, with up to 10 lectures taking place every hour and practical sessions."

2015 also saw the completion of the very first UEFA Goalkeeping Licence course, delivered also to participants from the Welsh, Northern Irish and Irish FA's at the behest of UEFA. This course yielded 12 of our own graduates, whilst there were another 7 participants from the aforementioned countries.

Other developments have included the completion of the 'Early Years' course and resource, which will cater for those

coaches working with our youngest participants of the game. The 'Introduction to Futsal' course continues to be rolled out also, with further levels to be delivered beyond that, and the ultimate aim being that we would deliver a UEFA Futsal Licence in the years to come. Newly developed courses in 'Creating a Performance Environment' and 'Scouting' were also implemented in 2015, were well attended and received good feedback, and will thus allow further advancements as we progress into 2016.

These inputs to the Scottish FA Coach Education programme, aligned with the ever-growing numbers of attendees, and staff desire to increase provision and value of all courses, at all levels of the game, will ensure that the programme will continue to grow and develop in the forthcoming years.



WILLIAM HILL SCOTTISH CUP

James Vincent's late strike earned 10-man Inverness Caledonian Thistle their first-ever Scottish Cup triumph as they defeated Championship side Falkirk 2-1 at Hampden Park in May.



In an historic 12 months for the Highlands, Inverness put their names on the oldest trophy in world football and were followed by their local rivals, Ross County, who prevailed in the Scottish League Cup final.

However, with five minutes remaining, Vincent pounced on a MacDonald parry and earned Inverness their first major trophy since their formation in 1994. It capped a remarkable season for Inverness, who also finished third in the Premiership, their highest-ever placing.

The story of the Highland football revolution has enjoyed many a compelling chapter during both clubs' ascent to the highest echelon of Scottish football. None the less, sustained domestic prosperity in the Premier League is one thing, defying the odds – including eliminating the Scottish champions, Celtic, in a dramatic semi-final – is quite another.

"I said to the players: milk it and get every photograph and take every single minute in," reflected Hughes in the aftermath of an unrivalled season.

The stage was set for John Hughes and his assistant, Russell Latapy, to vanquish Falkirk, the club with whom both enjoyed success and forged a partnership that endured in the Highlands.

"I'm absolutely elated, but we didn't half make it hard for ourselves."

Following its successful introduction in the 2013/14 season, every goal from every game of the competition was made available to watch on the Scottish Cup YouTube channel, and fans were also able to vote for their Goal of the Round.

Marley Watkins put Inverness in front after 38 minutes when he rounded the Falkirk goalkeeper Jamie MacDonald before slotting home. Peter Grant's header levelled the match with 10 minutes to go as Falkirk rallied, shortly after Caley Thistle's Carl Tremarco was shown a red card for a foul on Blair Alston.

The 2014/15 competition also attracted some high-profile names to help conduct the Scottish Cup draws, including darts champion Gary Anderson and musician Ricky Ross.



SCOTTISH FA YOUTH CUP

Celtic overcame their Glasgow rivals, Rangers, in the Scottish FA Youth Cup final, recording an impressive 5-2 win.

Aidan Nesbitt was the star of the show, grabbing a hat-trick, with Sam Wardrop and Luke Donnelly also on target for the Hoops in front of more than 2000 spectators at Hampden Park.

An own goal by Calum Waters allowed Rangers back into the match at 1-1 but that seem to rally Celtic, who went on to hit four more goals, although Dylan Dykes netted a late consolation for the Light Blues.



O R I A M

Gordon Strachan, Scotland national coach, is impressed with work at Oriam, Scotland's Sports Performance Centre, after leading a Scottish FA delegation on a tour of the site.

It is one that should inspire the next generation of international players, not just in football, to fulfil their potential and we look forward to seeing this magnificent centre when it is complete.

Building is well under way for the £33m state-of-the-art multi-sport centre which will be the crown jewel of the Scottish FA's Performance Strategy as well as the performance base for Scottish Rugby Union, sportscotland institute of sport (East), Basketball Scotland, Scottish Handball and Scottish Squash and Racketball.

Gordon was joined by his assistant coach, Stuart McCall, and Scottish FA Chief Executive Stewart Regan, who were all

hugely impressed by the work in progress on the centre which is due to open in autumn 2016.

Gordon Strachan said: "It's terrific that the Scottish Government has recognised the need for such a top-class facility and it certainly looks impressive even at this early stage of the build process. It is one that should inspire the next generation of international players, not just in football, to fulfil their potential and we look forward to seeing this magnificent centre when it is complete."

The multi-sport centre will include a full-sized indoor pitch with seating for 500, top-level grass and synthetic outdoor pitches, a high performance strength and

conditioning centre, a high performance medical centre and hydrotherapy pool, fitness centres, studios and support services

Stuart McCall believes people cannot fail to be impressed by Oriam. "The centre will have the best in indoor and outdoor facilities, and world-class sports science and medical provision. It really will give elite athletes the best chance possible to achieve the highest standards.

"The facility provides that platform for excellence and I am sure our national youth teams at all age levels will relish the surroundings and put in the effort and commitment necessary to reach the peak of their performance."



“The facility provides that platform for excellence and I am sure our national youth teams at all age levels will relish the surroundings and put in the effort and commitment necessary to reach the peak of their performance”

Stewart Regan added: "This is the realisation of that vision created in 2011 on the back of the Review of Scottish Football authored by Henry McLeish.

"We are grateful to the Scottish Government, Edinburgh City Council, Heriot-Watt University, sportscotland and all our other partners and sports governing bodies for their collective efforts in making Oriam such an exciting world-class performance centre for Scotland."

Catriona McAllister, Oriam's Chief Executive, said: "Everybody who comes to see the structure is blown away by the size and scale. All our partners are extremely impressed by the progress made so far and this was a fantastic opportunity for the Scottish FA team to see the project first hand.

"Once the build reaches conclusion, Oriam will not only be a high-performance facility which meets and exceeds the needs of our nation's performance teams in a number of sports, but crucially it will be a centre which everybody in the nation, from grassroots to greatness, can use and benefit from.

"It will be a state of the art facility right at the heart of Heriot-Watt University. Oriam will provide a unique opportunity for Scotland's top athletes, the local community and Heriot-Watt staff and students to excel and inspire future generations."



SECTION TWO

STRONG QUALITY GROWTH

Equality
Futsal
Schools of Football
McDonald's Grassroots



DIVERSITY, INCLUSION & DISABILITY

SCOTTISH FOOTBALL A GAME FOR ALL



The Scottish FA is committed to ensuring that the national game is open to all and that barriers – real and perceived – are removed, particularly in relation to under-represented groups.

Although it is integrated into everything we do as an association via our Equality Action Plan, thanks to the Scottish Governments CashBack for Communities fund and with the expertise and backing of our strategic partners BEMIS Scotland, we have been able to develop a bespoke project with dedicated professionals.

Employed by the Scottish FA, their aim is to work within diverse communities and achieve the aims set out in this development plan. BEMIS Scotland are a key partner of the Football Equality project, and will continue to be a key stakeholder going forward providing guidance and training to our staff in an area that we as an association now prioritise.

Issues that ethnic minority communities have told us that affect their involvement in the game range from a lack of role models, lack of co-ordination, lack of resources to disadvantages at various levels (health, housing, employment and education).

Over the years these problems have played a major part in undermining the development of an ethnic minority voluntary sector in Scotland. The need for addressing a co-ordinated approach to these issues has always been acknowledged. A more direct response is required to tackle these problems and continue to address the inequalities that exist.

It is for all of these reasons that the Scottish FA will endeavour to make Scottish football a more diverse and accessible sport for everyone that wants to play the game at any level.

SCOTTISH FA DIVERSITY & INCLUSION STRATEGY

RACE & RELIGION

This information was collated directly from the Ethnic Minority (EM) communities via the equality project survey. The survey was the basis of the previous strategy and constituted the main body of work programme that the equality team have focussed on for the past 3 years.

THE MAIN AIMS AND OBJECTIVES ARE:

- Increase in amount of EM coaches
- Direct employment of EM community coaches in local authority
- Increase amount of EM officials/referees
- Identify how many EM referees are involved in game via network of grassroots contacts
- Building relationships with regional referee coordinator
- Increase EM community members playing in affiliated clubs/leagues
- Increase participation opportunities for EM females
- Increase amount of people from EM background involved in Scottish FA programmes
- Support local unaffiliated clubs/groups to progress to affiliated formal football

• STRONG QUALITY GROWTH •

Over the last 10 years Scotland's demographics have changed massively with now over 200,000 people from an ethnic minority background living in the country, a 100% increase from 2001. A Game for All has been developed to support and empower our grassroots clubs to become truly representative of the communities they belong to.

Targeting 12 clubs based in ethnically diverse areas, local Diversity and Inclusion Officers delivered Cultural Awareness Workshops giving volunteers the confidence to take action. The three main aims of the project are shown below:

- Increase accessibility and opportunities within the game for ethnic minority communities.
- Increase the number of people from an ethnic minority background involved in all areas of participation.
- To empower grassroots clubs to become truly representative of the community that they belong to.



OUTCOMES IN 2015



DISABILITY

The Scottish FA launched a five-year plan for disability football in 2012. Since then, we have made great strides, with the number of unique players having increased 400% to over 5500 players since 2011, with over 10,000 unique hours of disability activity delivered by the Scottish FA and its partners.

In 2015, the Scottish FA delivered to over 650 grassroots and volunteer coaches within distinct Disability Coach Education, compared to 50 coaches in 2011. The Scottish FA is continuing to develop additional Coach Education for Disability Football to ensure the game can continue

to thrive. We also administer and deliver eight disability football competitions to ensure players are able to reach their full potential.

The Scottish FA along with Scottish Disability Sport also continue to develop within Disability International Football with the Cerebral Palsy/Stroke/Acquired Brain Injury Squad finishing ninth in the recent World Championships, with the Under-19 Learning Disability Squad winning the Home Nations Championships – its third success in the past four years.



FUTSAL



The development of Futsal, a skills-focused variant on traditional five-a-side football, became a key focus area for Football Development in 2015.

A number of initiatives have strengthened the sport at all levels: the organisation of the first-ever Scottish Futsal Cup, the continuing development of coach education courses, and the commitment to entering the Scotland National Futsal Team into the 2017 European Championships highlight the work being done at all levels of the game.

The biggest challenge remains developing a place for Futsal in the sporting consciousness of the nation, but with grassroots development and routes for the very best Scottish players to play at the highest level, there are clear indications that Scotland is recognising Futsal for all its positive impact on players, young and old.

The Scottish Futsal League [SFL] is now well-established as the partner of the Scottish Amateur FA to develop and manage the national adult league structure for Futsal. There are currently 6 regional leagues - Aberdeen, Dundee, Perth, Stirling, Edinburgh and Glasgow - with around 60 registered teams. The winning team from each regional competition qualifies for the SFL National Finals, held in May. Five city clubs - Aberdeen, FC Polonia Dundee,

FC Santos Perth, Stirling University and Wattcell Edinburgh - participated in the 2015 finals.

The winning team from the National Finals, which were held over two days, then enters the UEFA Futsal Cup as Scotland's club representatives.

Each of the leagues has its own cup competitions, in addition to the normal league programme, but the Scottish Futsal Cup signifies another step forward into the mainstream sporting community.

With initial rounds played in sections, North and South, teams from across the country have the opportunity to play against opponents they would not normally meet, as well as the challenges of travel, home advantage, player availability and all that goes with the romance of the cup.

The SFL is also developing positive partnerships with other organisations operating Futsal activities, and has provided admin and referee support to Scottish Student Sport for the BUCS National Futsal competition.

The Regional League matches were held in West Lothian College, and the team from Stirling university has won through to the national group stages.



PLAYER, COACH AND REFEREE EDUCATION

The Scottish FA continues to present regional "Introduction to Futsal" coach education courses and is currently working on a more advanced "Level 2" course for coaches. As the game grows, and the number of teams and players increases, so the opportunities for further competition develop and in order to improve those involved a clear development structure is required.

The Scottish FA has embarked on a wide range of coach education opportunities, culminating in June with representation at the UEFA Futsal "B" Licence coach educators course in Belfast. The long term aim would be to present a UEFA B Licence in Scotland.

SCOTLAND FUTSAL NATIONAL TEAM

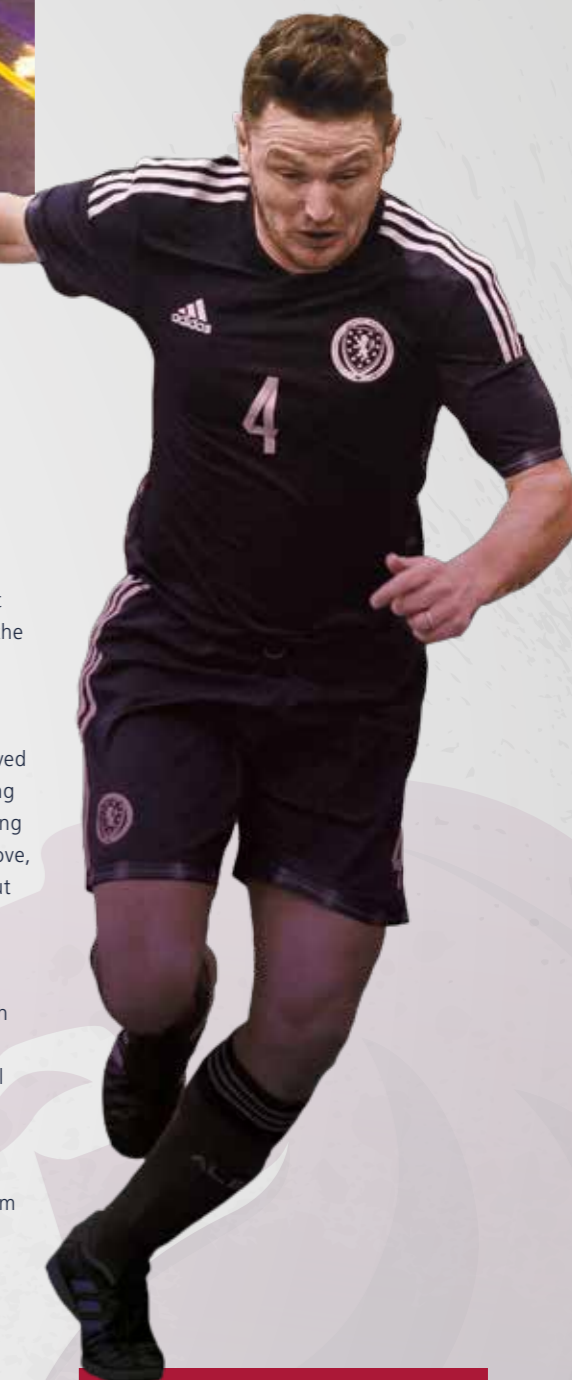
In January 2015, Scotland entered the first-ever national team into the European Championships.

This was again a landmark occasion, demonstrating a clear commitment that Scotland is now ready and able to join the wider Futsal Family.

The team was developed over a short period of time, but allowed those involved the opportunity to experience everything that goes into preparing and participating at this level. While the results can improve, the team grew in confidence throughout the tournament.

The player identification programme, player development coaching and match preparations are now under way with players from amateur, semi-professional and senior clubs.

The cohesion of the three programmes highlighted above is key to the long-term stability of the Futsal in Scotland.



SCHOOLS OF FOOTBALL

The Scottish FA's School of Football programme continues to go from strength-to-strength.

It is a social and academic development scheme that selects up to 16 young boys and girls going into their first year of high school to receive daily football coaching during curriculum time for two years, bridging the gap between participation and performance.

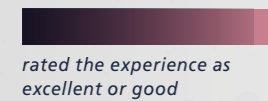
Coaching is provided by a Scottish FA licenced coach who works closely with the school to learn about the ongoing needs of the young person and how football can support their growth as a person and a player. Outcomes from this scheme have been observed particularly in the following areas:

- Improved confidence
- Improved self-esteem
- Improved ability to communicate
- Higher activity levels in sport
- Higher daily attendance averages at school than their corresponding year group

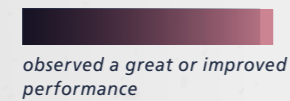
There are currently 28 schools across the six regions, with approximately 900 pupils involved. The locations of the schools are chosen by the Local Authority partner and serve high areas of socially deprived communities.

In a recent survey of the S2 group completing the scheme, the following selected outcomes were observed:

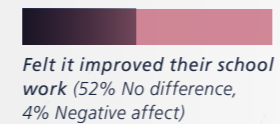
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94%



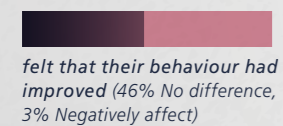
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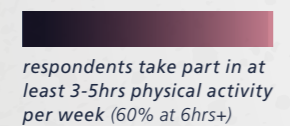
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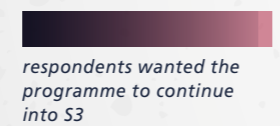
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91%



MCDONALD'S GRASSROOTS AWARDS

The crème de la crème of Scottish football again gathered at Hampden Park to celebrate the heralded McDonald's Grassroots Awards.

Alex McLeish, the former Scotland and Rangers manager, and the national team assistant, Mark McGhee, were on hand to honour those pillars of the grassroots community.



Calum MacLeod of Carloway Football Club, Colin and Margaret Vize of Port Glasgow and Alex Watters of Gardoch United YFC walked away with the cherished People's Awards.

At 82, Alex has dedicated more than 50 years of his life to the SYFA for teams in and around the Falkirk area.

The iconic coach has taken teams such as Grangemouth FC and Gairdoch United to success, with an amazing eight Scottish Cup triumphs. And he's still going strong, coaching at Gairdoch and local school Stenhousemuir Primary.

Alex has spotted and developed talent like Gary Gillespie, John Colquhoun and James Fowler, all the way up to Falkirk's recent million-pound player, Conor McGrandles.

Yet his contribution to the community runs even deeper and he previously received a Meritorious Conduct Award from Central Scotland Police for his work in reducing anti-social behaviour by mentoring thousands of young people over the years through his coaching sessions.

"Guys like Alex have unbelievable importance to the game," said McLeish. "I went through the process myself, playing in the boys clubs. I had dedicated coaches who sacrificed their work and their family lives. I know their significance to their communities and to the country.

"To give any time at all to help kids get a start in the game and keep them off the streets is admirable. To give more than five decades to it is unbelievable."

It was a night that had everything with laughs, tears and cheers, all of which showcased the excellent work being done at grassroots level in Scotland.

"One of the most vital things in the modern game is encouragement and giving kids confidence," added McLeish. "All these things are self-empowering. If we look at Scotland as a nation, we sometimes don't believe in ourselves and often need to have our backs against the wall before we show our true selves. I would like to see us having a mentality where we believe in ourselves and believe we can play against anybody in the world."



McDonald Grassroots Award Winners:

Volunteer Youth Football
Peter Frame (Loanhead Miners YFC)

Volunteer Adult Football
Steve McSwiggan (Cannon Fodders AFC)

Volunteer Disability Football
Caroline Diaz (Milngavie United FC)

Volunteer Girl's/Women's Football
Mark Forbes (Buchan Ladies FC)

Volunteer Schools
Jon Morrison

Professional Football Club
in the Community
Aberdeen FC Community Trust

Community Football Club
Gartcairn Football Academy

Coach of the Year
John Sneddon (Claremont AFC)

People's Award
Calum MacLeod (Carloway FC)

People's Award
Colin & Margaret Vize (Port Glasgow)

People's Award Merit
Alex Watters (Gardoch United YFC)



SECTION THREE

IMPROVING FOOTBALL'S FINANCES

Financial Report
Commercial Report
Hampden Park Ltd
Hampden Sports Clinic
Scottish Football
Museum



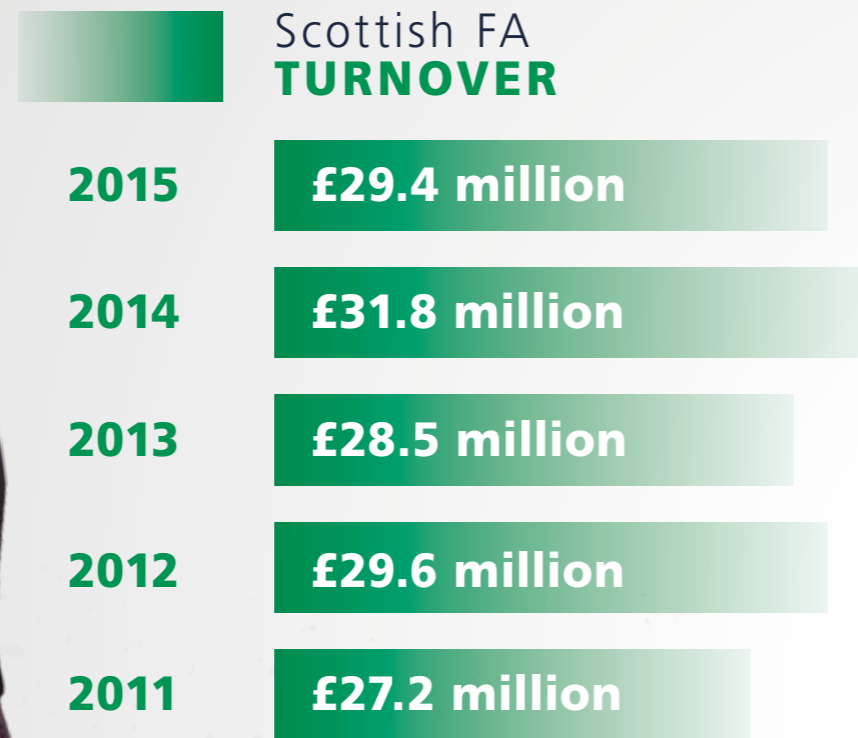
FINANCIAL REPORT

The Scottish FA's total turnover, excluding subsidiary companies, amounted to £29.4 million for 2015.

The company adopted Financial Reporting Standard 102 for the first time during the year and as a result, certain comparative figures for 2014 have been restated. These mainly relate to the valuation of listed investments and investment properties, and also the treatment of the company pension scheme, together with related tax adjustments.

In addition, following the introduction of the new centralised deal with UEFA in respect of media rights for international matches, the company changed its policy on the recognition of revenue to a straight line basis over the term of the agreement, which continues until the end of season 2017/18. Consequently, there was a reduction to the 2014 turnover figure to reflect this new policy.

Income from Matches showed a decrease from the previous year although it should be noted that 2014 included a high profile friendly match against England at Celtic Park. The William Hill Scottish Cup remained a major source of income, including sponsorship, broadcasting and gate receipts for the semi-finals and final.



The various sources of turnover, excluding subsidiary companies, are shown in the accompanying graph. Football Development was a growth area, reflecting increased income from coach education courses and also funding received from external partners in support of an extensive range of grassroots activities, including the Youth Action Plan and Cashback for Communities programmes.

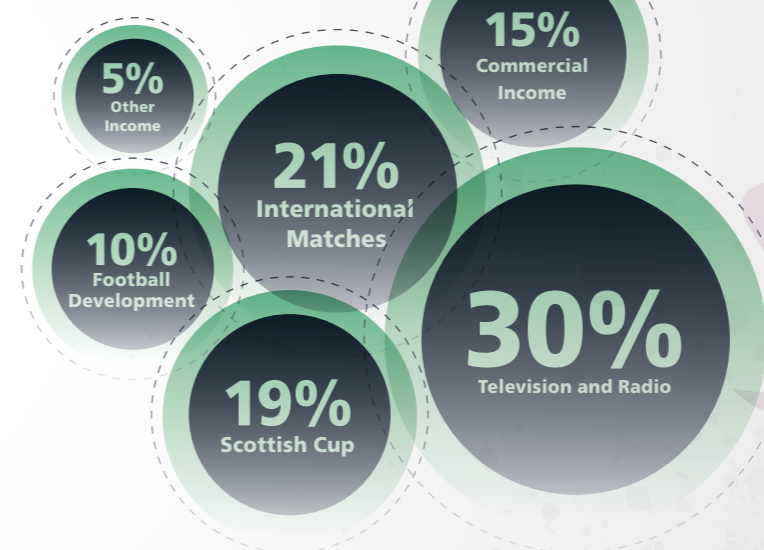
During 2015, the Scottish FA continued to make distributions to its members across various strands of the overall Strategy, including Club Academy Scotland, other Measurable Performance Outcomes, and National Club Licensing. In addition, participating clubs continue to receive significant sums from the William Hill Scottish Cup. During 2015, the total paid to member clubs and associations from these various sources amounted to approximately one third of the company's total expenditure.



Scottish FA EXPENDITURE



Scottish FA INCOME



COMMERCIAL REPORT



The Scottish FA's commercial operation performed strongly in 2015, renewing key sponsorships while delivering new inventory in various parts of the organisation.

Such has been the success of William Hill's title sponsorship of the Scottish Cup, the oldest knockout trophy in world football, the UK's biggest betting company have not only renewed but enhanced our partnership – retaining title sponsorship of the Scottish Cup but also acquiring the naming rights to the Hampden Park South Stand.

This latest addition to the portfolio will enable the Scottish FA and Hampden Park Ltd to showcase the iconic façade in a modern way, while paying homage to the greats who have graced the national stadium.

Tennent's, the world-renowned Scottish lager, took on a high profile sponsorship agreement with the National Team that will see them join forces with the Scottish FA at least until the end of Scotland's World

Cup Qualifying campaign in 2018. This agreement also allows Tennent's to take on the much sought-after pouring rights at Hampden Park.

Lidl, the European-wide supermarket chain, have also joined the growing stable of Scottish FA sponsors, helping deliver grassroots excellence as the Official Sponsor of our Skills Centres, spread across all Local Authorities to help develop technique in the grassroots game.

They join McDonald's in supporting football development in Scotland, with the global food chain reaffirming their commitment to improving standards and opportunities in community football as official Grassroots partner and supporter of the hugely successful Quality Mark programme.

As well as their involvement in the Scottish FA's Grassroots Awards, McDonald's have also added additional Community Football Days to their portfolio of top-class

involvement in community football, enabling tens of thousands of young players to participate and be guided by a network of coaches and volunteers across the country.

Bank of Scotland have also renewed their highly regarded Midnight League programme aimed at increasing opportunities and safe accessibility to football in areas of deprivation.

Specsavers have followed suit, too, diversifying their sponsorship of Scottish football's referees by investing in the SQA course designed to produce future generations of match officials.

The Scottish FA Business Club continues to go from strength to strength with over 35 official member companies, including high profile new members such as Qatar Airways and Investec, while a series of mutually beneficial category partnerships have also been secured with Vets Now, Exsel IT & Communications, Network Rail, and Panini.



SCOTLAND SUPPORTERS CLUB

The world-renowned SSC has achieved 25,000 renewals in the first five months of sales, and almost six months before Scotland's FIFA World Cup Russia 2018 Qualifying campaign begins in earnest.

This followed a series of sold-out matches in 2015, with Hampden Park at capacity for the thrilling UEFA Euro 2016 Qualifiers against Germany and Poland in September and October of last year.

Scotland also won the Qatar Airways Cup at Easter Road in June in front of 15,000 supporters in Edinburgh.

The Scottish FA and Scottish Government joined forces to improve access to international football among younger generations by giving away 10,000 free tickets to youth groups for the home qualifier against Gibraltar at Hampden Park.

More than 10,000 ardent fans travelled to Faro, Portugal, to see Scotland play Gibraltar in the return fixture and the last match of the campaign, demonstrating their unrivalled loyalty and support to Gordon Strachan and the national team.

Over the course of the campaign, the SSC members benefited from a series of exclusive events including:

THE ULTIMATE PUB QUIZ

an event for 200 Scotland Supporters Club members in association with The Scottish Sun. The winning team went head-to-head with Gordon Strachan and the backroom staff at a final event at the team's hotel base, Mar Hall, in Bishopton.

SSC WORLD CUP DRAW EVENT AT HAMPDEN

Hundreds of SSC members attended an event at the national stadium to watch the World Cup qualifying draw in the company of the national coach and his assistant, Stuart McCall, followed by a live Q&A.

ADIDAS KIT LAUNCH

SSC members were the first to see Scott Brown, Calum Paterson and Rachel Corsie try out the new home and away kits at JD Sports' flagship store in Argyle Street, Glasgow.



COMMERCIAL REPORT DIGITAL

Over the course of 2015 we have implemented a new digital strategy that would allow us to effectively engage with our fans, but more importantly that would improve how we engage with participants.

NEW DIGITAL PLATFORMS

After an extensive audit of existing digital platforms, it was agreed that we needed to create new platforms for users to engage. With the new website due in June 2016, the digital team created different microsites based on marketing and organisational goals and objectives. Each of the microsites allowed us to build new analysis and generate a new understanding of areas we needed to consider as part of the new website development. As of June 2016, we created the following platforms:

- Performance.scottishfa.co.uk
- Resources.scottishfa.co.uk
- Tickets.scottishfa.co.uk
- Grassroots.scottishfa.co.uk
- Skillcentres.scottishfa.co.uk

Each of the platforms allowed us to maximise our user engagement and build value for long-term digital success.

GRASSROOTS

➤ grassroots.scottishfa.co.uk

- Creation of grassroots microsite which accounts for 12,000 visits
- 4,500 entries for McDonald Grassroots Awards, our highest ever response
- 4,000 new contacts for grassroots database

PERFORMANCE SCHOOLS

➤ performance.scottishfa.co.uk

The performance school application process was created digitally for the first time. The purpose of the process was to make it easier for parents, students and coaches to complete the performance school applications. We used a combination of microsite and email targeting for all applicants.

RESOURCES / SKILLS CENTRES

➤ resources.scottishfa.co.uk / skillcentres.scottishfa.co.uk

With DVD and paper publications on the decline we liaised with Football Development around creating a better experience for coaches. Using the Early Touches course as our reference point we built a digital resource that can be used by coaches to access course material.

This digital resource will be the framework for all ongoing resources across the Association and has already been applied to the newly formed Skill Centres (formerly 2020 development centres)

WOMEN'S FOOTBALL

- Digital campaign around building the profile of women's football #ALLORNOTHING CAMPAIGN
- Microsite dedicated to women's football, with over 27,000 visits
- New database with 4,300 email addresses

SCOTTISH CUP

- Scottish Cup Video Views increased from 400,000 to 1,190,201
- New Scottish Microsite developed to build engagement around the brand www.scottishcup.co

TICKETING WEBSITE

➤ tickets.scottishfa.co.uk

- Ticketing website went through major upgrade to improve user experience
- The website moved to tickets.scottishfa.co.uk to integrate with digital footprint
- Since website design conversion rate has increased 3.4% with World Cup ticketing due later in the year we would expect this to increase significantly

SUPPORTERS

➤ supporters.scottishfa.co.uk

- More than a number launched to speak directly to supporters. Purpose of campaign to make them feel more engaged
- Focus to drive membership sales and engagement with supporters
- Since launch in November the microsite has generated 90,451 visits
- 66,104 users accessed the microsite during that period

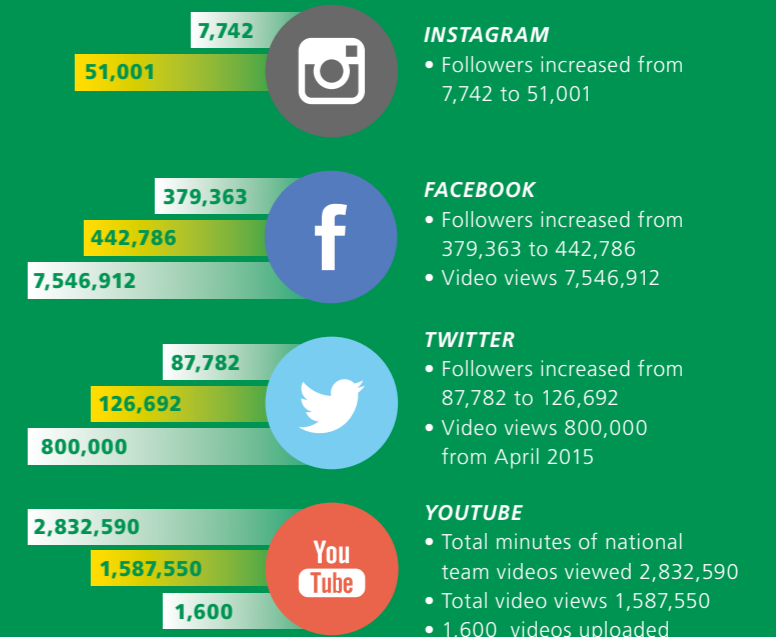


SOCIAL



SFA WEBSITE

- Core website traffic is now 2,840,360
- Users accessing the website has now reaching 1,534,140
- Mobile traffic now accounts for 60% of total website traffic



HAMPDEN PARK LIMITED

Hampden enjoyed a return to football in 2015 upon the re-instatement of the stadium after the hugely successful Glasgow 2014 Commonwealth Games. The Scottish League Cup semi-finals brought Aberdeen and Dundee United together, followed by the first Old Firm clash in three years, with Celtic going on to win the trophy after defeating Rangers and Dundee United respectively.

Youth football also returned to the Stadium last year with the Glasgow Cup Final in April followed by the Scottish FA's Youth Cup Final later in the month.

Hibernian, Falkirk, Inverness Caledonian Thistle and Celtic were all successful in reaching the Scottish Cup semi-finals, with both Inverness and Falkirk securing their day at Hampden in May for the climax to the season. Inverness scored a dramatic late winner in the final to take the trophy home for the first time in their history.

AC/DC returned to Hampden in June in front of a capacity audience for what was an outstanding show by the iconic legends of rock.

Scotland's home victory against Gibraltar in our World Cup qualification campaign was followed by home ties against the world champions, Germany, and Poland later in the year. Both nights produced all of the drama, excitement and the electric atmosphere Hampden has been renowned for down the years.

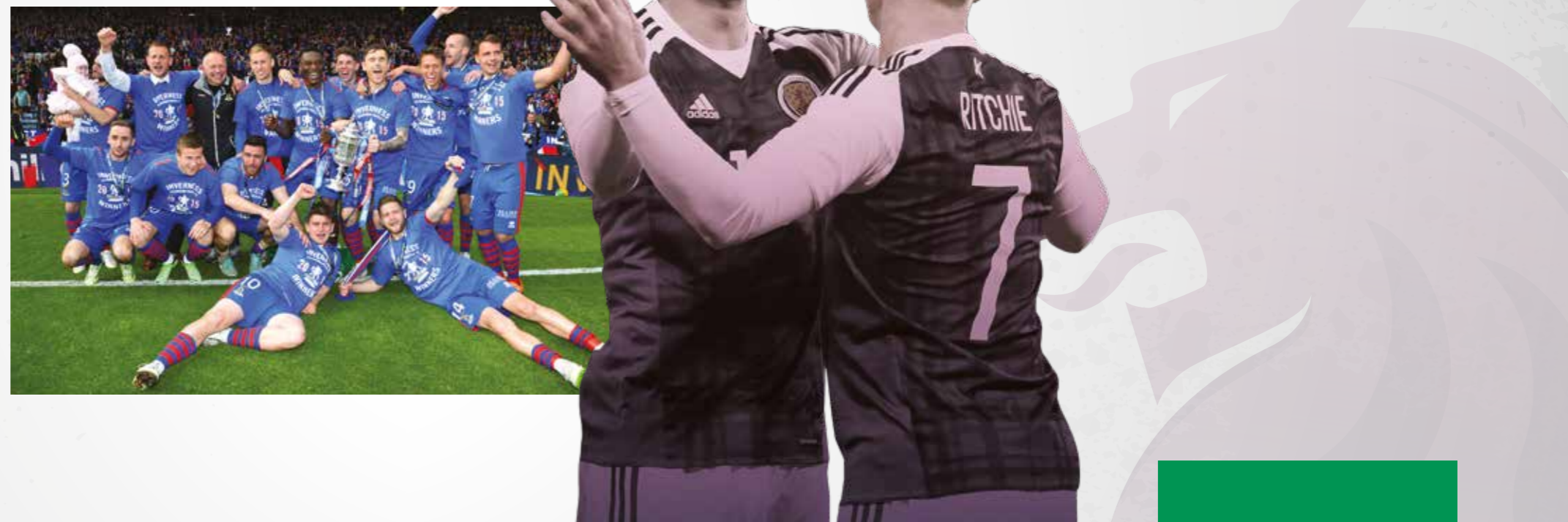
Sodexo Prestige, Hampden's long-established catering partner, also enjoyed a full year of trading after the

Commonwealth Games period. Working in conjunction with HPL throughout the previous year, Sodexo overhauled all of our public catering kiosks and changed the event-day menu, resulting in increased spend-per-head. A positive performance in the key conferencing and banqueting sector culminated in another strong year. We have recently agreed an extension to our agreement with Sodexo through to July 2020.

We are delighted a new sponsorship agreement has also been signed with William Hill which will see the South Stand being referred to, and branded as, the William Hill Stand from May 2016.

Similarly, we very much welcome the return of Tennent's as our pouring partner, in a new agreement to dispense their product range at our events.

Hampden has a lot to look forward to in 2016, too, with a world-class line up of concerts this summer by Bruce Springsteen, Coldplay, Rihanna and Beyoncé, followed by the start of the domestic season, the new dates for the latter stages of the League Cup and the launch of another World Cup qualifying campaign.



SCOTTISH FOOTBALL MUSEUM

The last year has been busy for the museum with a succession of internal exhibitions, external projects and the development of new partnerships and networks.

Our exhibitions at Hampden included an army football exhibition called Football on Parade which displayed historic collections from seven different regimental museums and featured an 1851 football medallion which is considered to be the oldest football trophy in the world. This exhibition was followed by a six month display on the sport of shinty which opened the museum up to newer audiences. A dedicated commemoration to the First World War was also created and will run until 2019.

A two year outreach and digitisation project called Your Football Heritage came to a successful conclusion. A series of displays and presentations in different parts of Scotland culminated with a two month exhibition in a retail unit at the Howgate Shopping Centre in Falkirk, attracting more than 4,000 visitors.

Meetings continue to take place between the museum and senior football clubs within the Scottish Football Heritage Network and a new multi sports heritage network called Sports Heritage Scotland has been established bringing together the sports of Association football, rugby, golf, shinty, cricket and curling under a heritage banner.

A partnership between the museum and the local offices of the Goethe Institut and Alliance Française led to a month long festival in Glasgow based around the theme of football and social inclusion. City wide audio visual installations and film screenings took place during April 2016 and ended with a two day conference at Hampden Park featuring 10 social inclusion projects from Germany, France and Scotland.

The museum, supported by Alzheimer Scotland, has recently taken over the management of the successful Football Memories project with 112 groups now up and running across Scotland. The project received a huge boost when the Scottish FA secured UEFA funding to set up new groups within a number of Scotland's senior clubs. A presentation on the impact of the reminiscence project will be delivered at the annual conference of the American Alliance of Museums in Washington DC in May 2016. This conference is the biggest of its kind in the world and is testament to the growing international interest in the work being undertaken by the museum.



HAMPDEN SPORTS CLINIC



This has been a year of transition for the Sports Medicine Centre. Following the upheaval at the time of the Glasgow 2014 Commonwealth Games, where we had to relocate to Langside College, the centre embarked on an ambitious programme to renew and increase client numbers and both sporting and commercial partners. Part of this process was to rebrand our trading name as Hampden Sports Clinic and rebuild our existing website with the assistance of external marketing expertise. Throughout this process the centre received significant support from the Scottish FA Chief Executive and other departments including Communications, IT and Commercial. As a result we have entered 2016 in a commercially stronger position.

The centre continues to provide a range of medical services in support of the Scottish FA, though there has been a change in emphasis in some areas following the Scottish FA's appointment of a Head of Medicine and Science. The centre also supports national teams with both doctor and physiotherapy services and provides input to comply with UEFA medical regulations for tournaments. As before, we support the development of medical services at the National Performance Centre (including the National Women's Academy)

both performance Schools and Schools of Football and the Scottish FA's anti-doping programme.

The centre provides input to many departments within the Scottish FA particularly Football Development and Coach Education, Club Licensing, Scottish FA staff through health and fitness examinations and access to the centre's rehabilitation gym. The Scottish FA has state-of-the-art cardiovascular screening, provided by Centre staff. This programme is designed to identify potential causes of sudden death in sport at no cost to member clubs.

Since opening in 2002, the centre has maintained a strong educational remit. As well as members from the Scottish FA, the centre's Board includes directors from each of Glasgow's three universities. Within The University of Glasgow the Centre's Chief Executive holds the post of Clinical Senior Lecturer in Sport & Exercise Medicine and is responsible for the running of the sports medicine postgraduate and undergraduate degrees together with the teaching of medical students and supervision of PhD students. The centre provides practical sessions to a number of Further Education colleges and contributes to a variety of additional educational activities.

The centre is the key provider for The National Sports First Aid Course and has taught this to over 1000 sports coaches over recent years in an attempt to improve the touchline care for those who take part in sport, giving confidence and knowledge to the touchline carers. We host and contribute to the Sportpromote advanced pitchside skills course for doctors and physiotherapists working in club and international football. The course continues to be the template used by UEFA for all member associations. Club managers and their assistants from the professional game continue to access at no cost a comprehensive medical and fitness assessment to ensure the health of this often neglected group. The centre's Chief Executive, Dr John MacLean, with Scottish FA support, was appointed to UEFA's Medical Committee, giving Scottish football a place to influence medical decisions at the top level of the game.

In addition to its role in providing high quality physiotherapy and health & fitness testing to sportsmen and women the Centre prides itself in offering the same expertise and facility to the general public and a number of commercial companies in the west of Scotland. Client feedback from these groups continues to be very positive as seen in maintaining the number of commercial tenders we have successfully won.



SECTION FOUR

LEADING THE GAME

Congress
and Convention
Compliance
Safeguarding
Attendance Register



CONGRESS AND CONVENTION

The ongoing modernisation of the Scottish FA's governance manifested itself in the creation of a new Congress in 2015: the national game's first fully-representative group of stakeholders.

It was the culmination of a two-year process of evolving the traditional Scottish FA Council and making it a more functional and inclusive body to debate, discuss and make recommendations on the key issues affecting the game.

For the first time, club and affiliate representatives have been joined by recognised bodies such as PFA Scotland, Scottish Coaches' and Managers' Association, Scottish Senior Football Referees' Association, Scottish Football Writers' Association and sportscotland.

Congress meets quarterly and in its inaugural year has yielded two advisory groups to provide feedback and guidance on topics prevalent. The first group met to consider the Scottish football fixture calendar, looking at the potential avenues for further league reconstruction, optimal season kick-off, winter breaks and cup competition formats.

The second, Building Better Relationships, is geared towards improving the communication between match officials, players, coaches and clubs. This group has met on several occasions and distilled the outcomes from a survey conducted across all relevant stakeholders into a series of practical improvements.

Key to this improvement is overcoming perceptions, improving understanding between groups and increasing the communication opportunities throughout the year.

In addition to the working groups, Congress has also benefited from a series of high-calibre presentations on topical debates affecting the game.

With the global spotlight on the FIFA Presidential elections, Congress was presented with the manifestos of each of the candidates and their collective views became part of the Scottish FA Board's decision-making process.

David Reid, the chair of the Referee Committee and director of Stenhousemuir, was integral to the reformatting of Council and spoke passionately about the need to make congress matter in an address to members.

Scottish Government were also invited to speak to give their views on how the national game can work in partnership and with a powerful collective voice to help deliver national outcomes. Derek Grieve, Head of the Active Scotland Division, observed the need for football to make its voice heard in the government's objectives to tackle health, inequality and social justice in Scotland.

Leeann Dempster, the Hibernian Chief Executive, delivered a powerful

complementary presentation on the club's Public Social Partnership, GameChanger, involving Edinburgh City Council, NHS Lothian and more than 100 other local partners in using the famous club and its stadium, Easter Road, as a venue for social care and betterment in the capital.

The quarterly Congress forums culminate in the annual Scottish FA Convention, headlined this year by the national coach, Gordon Strachan, and the Performance Director, Brian McClair. Hosted once again by BBC Sportsound's Richard Gordon, Gordon and Brian focused on the need to help develop a more aligned performance pathway for the country's most talented young players, with a particular emphasis on hard work and more opportunities at younger ages.

Working in harmony with the clubs, and remaining true to the Best v Best principles of the Performance Strategy, the former Head of Academy at Manchester United outlined his vision of putting the players' wellbeing at the heart of his philosophy and committing to a set of behaviours that can permeate through all the national teams from A squad to the earliest youth team.

The event kicked-off with a factual account of Scottish football's standing both at club



level, in European competition and in the international arena, presented by UEFA's Benchmarking Manager, Sefton Perry. His account was complemented by a look at the remarkable success of Iceland's national football team; their assistant manager, Heimir Hallgrímsson, telling the fairytale story of the country with a population of 200,000 people becoming the first to prevail from the European Qualifiers to UEFA Euro 2016.

The growing influence of women in football was also a key theme of the Convention and the Scottish FA managed to attract a cross-section of high-profile women at all levels of the game made for an inspirational section. Led by Ann Budge, the Heart of Midlothian owner, and Justine Mitchell,

the Scottish Women's Football board and Congress member, the panel also included the Scotland internationalist, Rachel Corsie, Shelley Kerr, the first female manager in the senior men's game at Lowland League Stirling University, and Eilidh Barbour, the BBC and BT Sports presenter.

In a change to the inaugural Convention's format, a series of break-out rooms also enabled more intimate and informal presentations on such areas as football's betting and integrity regulations, the future of digital media and marketing and a case study in American sports promotion, focusing on the similarities and distinctions between American Football, through the NFL, and football in the United Kingdom.

GOVERNANCE



“we continue to work diligently as a group to provide a reliable framework for a secure future”

The Scottish FA has reiterated its commitment to good governance with a series of operational changes that reflect the realities of modern business practice.

Following the successful implementation of a Remuneration Committee and Audit and Risk Committee, an Investment Subcommittee has now been appointed. This comprises members of the Scottish FA's Operational Board as well as Mr R M Petrie (Chairman), and is supported where appropriate by specialists in key areas such as Foreign Exchange risk and Investment Management. The main focus being to create and agree a framework for the management of all Investment matters including foreign currency, reserves, pension schemes and investments.

This further supports the already significant breadth of work undertaken by the Audit and Risk Committee which has been in place now for several years. The Audit and Risk Committee consists of Mr B M Jackson (Chairman), Mr R M Petrie and Mr P T Lawwell. The external auditor and members of the Finance Department also attend routinely these meetings. In addition to focusing on financial statements, controls and risks, a well-established framework is used to identify,

assess and mitigate risks that have the potential to damage any aspect of the Scottish FA.

From the potential threats of terrorism to the real dangers posed through IT ransomware and data theft, the Scottish FA Group's Risk Register seeks to provide a structure to support our major efforts in this area. Through a scoring matrix, areas of potentially catastrophic impact are prioritised for immediate and long-term action to mitigate.

Areas such as crowd safety, national stadium running costs, digital data security risks, match fixing and other reputational issues, also figure prominently in the risk register and according to Scott Lindsay, the Director of Finance and IT, the Scottish FA is taking the appropriate steps to identify, manage and, indeed, mitigate risks to the business.

“We have seen numerous examples across the world where a single incident can seriously impact on a business's ability to function and we must see Scottish football as no different,” he said. “The recent terrorist attacks in Tunisia and Paris, along with high profile data security breaches have put companies as well as countries

on heightened alert. We are determined to ensure that the Audit and Risk Committee takes a 360-degree look at all risk areas that could directly and indirectly compromise Scottish football. Not only that, but we must put in place a robust and ongoing mechanism to ensure that we can identify and adapt to the changing nature of developing threats in whatever guise they appear. In short, we plan to build a resilient and sustainable model and a business that is prepared with the necessary protections, skills and recovery capabilities in place.”

“The strategic plan, Scotland United: A 2020 Vision, gives us a roadmap to navigate from an audit and risk perspective and we continue to work diligently as a group to provide a reliable framework for a secure future.”

“The responsibilities lie at all levels, from the Chief Executive and the Board, to the Operational Board and staff at the Scottish FA. The message is simple: the Scottish FA takes its business seriously and we have to protect the integrity of the national game for the benefit of all our member clubs, affiliates and supporters.”

COMPLIANCE

JUDICIAL PANEL

Five years since its inception, the Judicial Panel Process now occupies a consolidated position in Scottish football governance. The goal of the process remain to provide an expeditious and fair system of disciplinary justice within a footballing context.

Each case taken forward is brought by the Compliance Officer - a qualified solicitor who acts independently and without reference to the Board or management of the Scottish FA. Proceedings are commenced by the service of a Notice of Complaint which contains the charge, and also disclosure of all available evidence.

Time to prepare is provided and a hearing date intimated. The complaint is then determined by a tribunal of three members selected by the Judicial Panel Secretary, from a panel list. These 100 panel members are volunteers, independent of the Scottish FA. Whilst the composition of the panel of members benefits greatly from the inclusion of stakeholders representing all aspects of the game, no employee or Congress member of the Scottish FA is eligible to sit.

In broad terms, the case load subdivides into general disciplinary cases relating to breaches of the Disciplinary Rules of the Association, and so called Fast Track cases. The latter are comprised of Compliance Officer References and Player References.

Compliance Officer References seek to persuade Tribunals to retrospectively punish sending-off offences unseen by Match Officials and acts of simulation that have deceived Match Officials. Player References, meantime, allow players and clubs a forum to rescind red cards, where an obvious refereeing error has occurred. That system of referral is also available for cautions imposed for acts of simulation. Both of these forms of Referral are dealt with on an expedited basis - ordinarily with the week of the match that gave rise to the incident.

REFERRALS TO THE COMPLIANCE OFFICER

371 matters were referred to the Compliance Officer in season 2014 / 2015. This exceeded the Total for 2013/14

| SEASON | Matters Referred to CO |
|---|------------------------|
| 2013 / 14 | 324 |
| 2014 / 15 | 371 |
| 2015 / 16 <i>to COB on 18th April 2016</i> | 296 |

{All 2015/16 figures calculated to COB on 18th April 2016}

NOTICES OF COMPLAINT RAISED

Merely because a case is considered does not mean that a Complaint is raised – and regardless of an increase in matters brought to his attention, the sifting of matters by the Compliance Officer appears to have resulted in fairly consistent levels of Complaints ultimately progressing to a formal Hearing :

| SEASON | Notices of Complaint Raised | Where Complaints did reach a Hearing in 2014/15 Determinations were as follows: | Figures for Season 2015/16 suggest that similar overall figures are likely at this seasons end: |
|-----------|-----------------------------|---|---|
| 2013 / 14 | 116 | Season | 2014/15 |
| 2014 / 15 | 116 | Total Complaints Heard* | 116 |
| 2015 / 16 | 103 | Notices of Complaint Raised and Established in whole or part | 111 |
| | | Notices of Complaint Raised but not Proved | 5 |
| | | Season | 2015/16 |
| | | Total Complaints Heard* | 103 |
| | | Notices of Complaint Raised and Established in whole or part | 101 |
| | | Notices of Complaint Raised but not Proved | 2 |

* Figures exclude Player Misconduct Review Notices of Complaints, this being a largely administrative end of season process relative to general on field disciplinary conduct

ANALYSIS OF RULE BREACH

Of the 111 Complaints either admitted or proven, in whole or in part, before a Tribunal in 2014-15, Team Staff Misconduct was the most offended against rule. This has been a consistent theme since the commencement of the Judicial Panel Process and one which appears likely to be borne out once more this season :

| SEASON 2014/15 | | SEASON 2015/16 | |
|--------------------------------|----|--|----|
| (19) Dual Interest | 2 | (3) Failure to procure conduct of Team Staff | 1 |
| (31) Gambling on Football | 4 | (31) Gambling upon Football | 18 |
| (72/73) Media Comments | 9 | (72) Media Comments - Match Officials | 5 |
| (202) Excessive Misconduct | 16 | (73) Offensive Media Comments | 2 |
| (203) Team Staff Misconduct | 55 | (77) Failure to Act in Best Interests | 7 |
| (204) Mass Confrontation | 2 | (202) Excessive Misconduct by a Player | 6 |
| (207) Club Official Misconduct | 4 | (203) Team Staff Misconduct | 44 |
| (208) Breach of Suspension | 10 | (204) Mass Confrontation on field | 2 |
| Others | 9 | (207) Team Official Misconduct | 4 |
| | | (208) Breach of Suspension | 8 |
| | | (301, 306) Scottish Cup Rules | 4 |

DEALING WITH DISCIPLINE EXPEDITIOUSLY

It is a key aim of the Judicial Panel Process that cases be dealt with expeditiously to allow the game to move on as quickly as reasonably possible. As said Fast Track matters are generally heard within the week of that the match took place, usually before the next match of the club in question. Whereas there is not the same imperative to provide speedy justice in general business most cases are dealt within a period of a month of the incident. Achieving that goal is assisted by the use, where appropriate, of Fixed Offers of Suspension in Team Staff cases.

| Season | 2014/15 | Season | 2015/16 |
|---|---------|---|---------|
| Established DR 203 Team Staff Misconduct Complaints | 55 | Established DR 203 Team Staff Misconduct Complaints | 44 |
| Fixed Suspensions Accepted | 14 | Fixed Suspensions Accepted | 19 |

{All 2015/16 figures calculated to COB on 18th April 2016}

FAST TRACK MATTERS

In terms of Compliance Officer References Season 2014/15 saw a total of 51 matters considered. They were actioned as follows :

| Season | 2014/15 | Where retrospective suspensions were imposed by Tribunals the break down of offences was as follows : |
|--|---------|---|
| Match Incidents referred | 28 | Total Compliance Officer Referrals Proved or Accepted in Season 2014/15 |
| CO References Raised and Accepted | 14 | Violent Conduct |
| CO References disputed but established by a tribunal | 3 | Serious Foul Play |
| CO References found Not Proved by a Tribunal | 6 | Simulation |
| | | Spitting |
| | | Offensive, Insulting or Abusive Gestures |

These figures were far larger than those for Season 2013/14. Similarly it is clear that they will far outstrip the number of such cases for the present season :

| Season | 2013/14 | 2015/16 |
|---|---------|---------|
| Total number of Compliance Officer Referrals Proved or Accepted | 4 | 3 |
| Violent Conduct | 4 | 0 |
| Serious Foul Play | 0 | 0 |
| Simulation | 0 | 2 |
| Spitting | 0 | 1 |
| Offensive, Insulting or Abusive Gestures | 0 | 0 |

In terms of Player Referrals, Tribunals were asked to consider 21 matters in 2014/15. The outcomes in 2014 15 were evenly split and in line with figures both from Season 2013/14 and those available for the present season :

| Season | 2013/14 | 2014/15 | 2015/16 |
|---------------------------|---------|---------|---------|
| Total of Player Referrals | 25 | 21 | 27 |
| Upheld | 11 | 10 | 11 |
| Refused | 9 | 10 | 10 |
| Withdrawn or Not Timeous | 5 | 1 | 6 |

RULES REVISION AND ENGAGEMENT WITH STAKEHOLDERS

The Procedures of the Judicial Panel Process and the Disciplinary Rules themselves are subject to annual revision. Stakeholders from all aspects of the game take part in the process in formalised committee settings and in more informal working groups. This season, as in the past, the Compliance Officer has also liaised throughout the course of the season with

Leagues, ANA bodies, the Manager and Coaches Association, and PFA Scotland to attempt to pick up on issues that are felt to require amendment.

As said no system is perfect but the Judicial Panel Process continues to attempt to ensure that it provides the best possible processes relative to the demands of game.

{All 2015/16 figures calculated to COB on 18th April 2016}

SAFEGUARDING



The Scottish FA's commitment to children's safeguarding and wellbeing resulted in the appointment of Donna Martin to lead in this vital area.

Donna's experience and dedication in this field has helped ensure the Scottish FA, its members and affiliated bodies are equipped to deal with issues arising in the wellbeing and safeguarding of children. Vital to this process has been a series of workshops hosted by Donna, offering best-practice guidelines and a framework for confidential communication both in the professional and non-professional game.

This ground work undertaken in 2015 culminated in the Scottish FA being named the first national association to implement the International Safeguards for Children in Sport across Scottish football, part of a global initiative coordinated by Unicef UK.

Scottish football's governing body joins Manchester United, Manchester City and the US Olympic Committee among a select group of 50 Pioneer Organisations from across six continents working with the International Safeguarding Children in Sport Working

Group to further develop, implement and test safeguards designed to promote and protect young players' wellbeing.

The Scottish FA will ensure every player under the age of 18 receives the same level of safeguarding and protective measures as recognised internationally. We have enlisted the support of the following Affiliated National Associations (ANAs) to meet the objectives:

- *Scottish Amateur Football Association*
- *Scottish Junior Football Association*
- *Scottish Schools Football Association*
- *Scottish Youth Football Association*
- *South of Scotland League*

The child safeguarding standards were agreed in 2012 by a working group of international youth, sport and development organisations. It was co-ordinated by Unicef UK, with support from Unicef, and based on the work of the Child Protection in Sport Unit (CPSU) of the National Society for the Prevention of Cruelty To Children (NSPCC). These safeguards were formally launched at the Beyond Sport summit in Johannesburg, South Africa, in October 2014.

Stewart Regan, Scottish FA Chief Executive: "I am really proud that the Scottish FA has become a Pioneer Organisation of this excellent and essential initiative to implement International Safeguards for Children in Sport. We are committed to the welfare of young players at all levels of the national game and to be part of Unicef UK's global network – and the first national association to join - is another example of the sterling work undertaken by our Child Protection and Safeguarding Manager at the Scottish FA.

"I am also pleased to see our ANAs supporting us in this commitment to ensure the wellbeing of children is of paramount importance in Scottish football."

Liz Twyford at Unicef UK: "On behalf of the International Safeguarding Children in Sport Working Group, we are really pleased to welcome the Scottish FA as our latest Pioneer Organisation. By working together and sharing good practice and the experiences we have globally, we aim to make sport safer for children everywhere."



BOARD & CONGRESS MEMBERS

BOARD

CHAIRMAN
Alan McRae

MEMBERS

Gary Hughes*, Barrie Jackson*,
Tom Johnston, Peter Lawwell, Rod Petrie,
Stewart Regan, Ralph Topping

* Independent
Non-Executive
Directors

SUB-BOARD/COMMITTEES

PROFESSIONAL GAME BOARD

CHAIRMAN
Rod Petrie

MEMBERS

Neil Doncaster, Duncan Fraser,
Peter Lawwell, Alan McRae,
Michael Mulraney, Stewart Regan,
Sandy Stables, Ralph Topping,
Andrew Waddell

NON-PROFESSIONAL GAME BOARD

CHAIRMAN
Alan McRae

MEMBERS

Tom Brown, John Campbell, John Gold,
Colin Holden, Tom Johnston,
Thomas McKeown, David Little,
Fiona Cardwell, Rod Petrie, Stewart Regan

LICENSING COMMITTEE

CHAIRMAN
Allan Cowan

VICE-CHAIRMAN

Ewen Cameron

MEMBERS

Finlay Noble, John McCabe, Anne McKeown,
Craig Paterson, Richard Shaw

REFEREE COMMITTEE

CHAIRMAN
Alan McRae

VICE-CHAIRWOMAN

Anne McKeown

MEMBERS

Iain Brines, Alan Freeland, Ian Fyfe,
Calum Murray, Tom Murphy, Eddie Smith,
William Young

FOOTBALL FAMILY REPRESENTATIVES

PFA Scotland
Fraser Wishart

Managers' and Coaches' Association
Walter Macadam

Scottish Senior Football Referees'
Association
Crawford Allan

Sportscotland
Louise Martin C.B.E.

Scottish Football Writers' Association
Mark Guidi

Supporters Direct Scotland
Neil Bone

AFFILIATED NATIONAL
ASSOCIATION REPRESENTATIVES
Scottish Amateur FA
Charles Rex Gallacher

Scottish Junior FA
Tom A. Johnston

Scottish Schools' FA
John Watson

Scottish Welfare FA
Callum Shanks

Scottish Women's Football
Fiona Cardwell

Scottish Youth FA
David M. Little

CONGRESS

LEAGUE REPRESENTATIVES

SCOTTISH PROFESSIONAL
FOOTBALL LEAGUE

Michael Mulraney, Andrew Dickson,
Malcom Mackay, Justine Mitchell,
David Reid, John Nelms

EAST OF SCOTLAND FOOTBALL LEAGUE
Thomas Brown

SCOTTISH HIGHLAND FOOTBALL LEAGUE
Finlay Noble

SCOTTISH LOWLAND FOOTBALL LEAGUE
John McCabe

SOUTH OF SCOTLAND FOOTBALL LEAGUE
R.W. Shaw MBE

ATTENDANCE REGISTER 2015

| | Council / Congress | Board | Referee | Licensing | NPGB | PGB |
|------------------|--------------------|-------|---------|-----------|------|-----|
| A. McRae | 2 | 5 | 2 | | 6 | 7 |
| R.M. Petrie | 3 | 5 | | | 1 | 8 |
| C. Ogilvie | 2 | 2 | | | 3 | 5 |
| F.M. Noble | 1 | | | 6 | | |
| A. Renwick | 2 | | | | | |
| S. Brown | 2 | | 2 | 3 | | |
| A. McIntosh | 1 | | | | | |
| R.W. Shaw M.B.E. | 2 | | | 6 | | |
| T. Kopszywa | 1 | | | | | |
| M. Johnston | 2 | | | 3 | | |
| M. Mackay M.B.E. | 2 | | | | | |
| Ms A. McKeown | 2 | | 1 | 7 | | |
| S.E. Stables | 2 | | | | | 7 |
| J. McCabe | 3 | | | 6 | | |
| T.A. Johnston | 3 | 5 | | | 6 | |
| D.M. Little | 2 | | | | 4 | |
| A.B. McMenemy | 2 | | | | | |
| G.L.F. Pate | 2 | | | | | |
| I. Richardson | 2 | | | | | |
| S. Taylor | 2 | | | | | |
| J. Watson | 3 | | | | | |
| W. Darroch | 1 | | | | | |
| T. Brown | 1 | | | | 6 | |
| A. Budge | 2 | | | | | |
| A. Dickson | 2 | | | | | |
| E. Drysdale | 2 | | | | | |
| I. Maxwell | 2 | | | | | |
| F. Cardwell | 2 | | | | 6 | |
| J. Lints | 1 | | | | | |
| D. Reid | 1 | | 3 | | | |
| F Wishar | 1 | | | | | |
| C.R. Gallacher | 2 | | | | | |
| Ms J. Mitchell | 2 | | | | | |
| C. Allan | 1 | | | | | |
| N. Bone | 1 | | | | | |
| M. Guidi | 1 | | | | | |
| W. Macadam | 1 | | | | | |
| J. Nelms | 1 | | | | | |
| Ms L. Martin | 0 | | | | | |
| S. Regan | 3 | 5 | | | 6 | 8 |

| | Council / Congress | Board | Referee | Licensing | NPGB | PGB |
|-------------------------|--------------------|-------|---------|-----------|------|-----|
| T. McKeown | | | | | 6 | |
| C. Holden | 2 | | | | 4 | |
| J. Campbell | 1 | | | | 2 | |
| J. Gold | 2 | | | | 5 | |
| Alternate | | | | | | |
| R. Davis | | | | | 1 | |
| C. Shanks | 3 | | | | 2 | |
| P. Glancey | | | | | 1 | |
| Co-opted Members | | | | | | |
| R. Topping | | 5 | | | | 5 |
| N. Doncaster | | | | | | 8 |
| P. Lawwell | | 4 | | | | 6 |
| A. Freeland | | | 5 | | | |
| I. Fyfe | | | 5 | | | |
| D. McVicar | | | 2 | | | |
| S. Roy | | | 2 | | | |
| W. Young | | | 5 | | | |
| E. Smith | | | 4 | | | |
| T. Murphy | | | 5 | | | |
| C. Paterson | | | | 5 | | |
| E. Cameron | | | | 6 | | |
| D. Fraser | | | | | | 7 |
| A. Waddell | | | | | | 5 |
| M. Mulraney | | | | | | 7 |
| A. Cowan | | | | 4 | | |
| D. McNaught | | | | 1 | | |
| I. Brines | | | 3 | | | |
| C. Murray | | | 3 | | | |
| INED | | | | | | |
| Barrie Jackson | | 4 | | | | |
| Gary Hughes | | 3 | | | | |



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