

2018 ANNUAL REVIEW







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SCOTTISH FA IN NUMBERS



46

PRO CONTRACTS FOR
PERFORMANCE SCHOOL
GRADUATES



FREE KICKS SCORED BY LEIGH
GRIFFITHS VS ENGLAND

£197,000

RECEIVED FROM BIG LOTTERY FUND TO DEVELOP
COMMUNITY CLUBS



12,289

REGISTERED FEMALE PLAYERS

£5.9

MILLION DISTRIBUTED TO
CLUBS IN WILLIAM HILL
SCOTTISH CUP



67%

INCREASE IN FEMALES GAINING
COACHING CERTIFICATES

731

TRAINING SESSIONS AT ORIAM

535

QUALITY MARK CLUBS

39

SOCCER CENTRES FOR GIRLS

10% 450,422

INCREASE IN COACH EDUCATION
COURSE ATTENDANCE

ATTENDED WILLIAM HILL SCOTTISH CUP GAMES IN THE 16-17 SEASON

142,231

REGISTERED PLAYERS

17

WOMEN COMPLETED
THE C LICENCE

120,000

CHILDREN IN 2,200 PRIMARY SCHOOLS ENGAGED WITH TESCO BANK FOOTBALL CHALLENGE



200

ATTENDED OUR DEAF FOOTBALL FESTIVALS

£38.4M

IN REVENUE

345

ISSUES REFERRED TO COMPLIANCE OFFICER

300,000



SCOTLAND SUPPORTERS CLUB MEMBERS

4,500

YOUNG PEOPLE INVOLVED IN CASHBACK FOR COMMUNITIES PROGRAMMES

OVER 10M

TV VIEWERS FOR THE TWO GAMES VERSUS ENGLAND

178,065

ATTENDED SCOTLAND MATCHES AT HAMPDEN IN THE LAST CAMPAIGN



CRAIG THOMSON STEPPED DOWN AFTER 15 YEARS OF INTERNATIONAL REFEREEING



FIRST PARA-FOOTBALL ASSOCIATION IN THE WORLD

7.5%

YEAR ON YEAR GROWTH IN TURNOVER



909,754

FOLLOW US ON SOCIAL MEDIA

SCOTLAND'S NUMBER ONE SPORT

FOLLOWED BY

1.6M

OF ADULTS IN THE COUNTRY

450,000+

ADULT MALES PARTICIPATE

41%

OF ALL YOUTH AGED SIXTEEN OR UNDER CURRENTLY PLAY



203

CAPS FOR GEMMA FAY

PRESIDENT'S REPORT

This report will look back on our work in 2017. Financially, it was a good year for the Scottish FA. £38.5 million in revenue was generated across the Group, a 7.5% increase year on year, driven by our portfolio of commercial and funding partners, our broadcasting deals and a strong competitive match schedule including a home game against England in June at Hampden.

I would like to place on record, my appreciation to everyone who invests in and supports Scottish football. That investment takes many forms. Time, energy, commitment and passion. Ticketing revenue, commercial fees and funding grants. It all adds up and fuels the work that we do from the grassroots to our international squads.

There have been many highlights across what has been another eventful 12 months. I was immensely proud to have witnessed the development of the women's game in this country over the last decade which culminated in our qualification, under Anna Signuel's guidance, to the UEFA Women's EURO 2017. Every player, like Caroline Weir who features on the front cover of this report, wore the Scotland shirt with pride and are now inspiring the next generation of young female footballers in this country.

We bid farewell to Anna after the tournament as she moved on to a new challenge and welcomed back Shelley Kerr to the Scottish FA who will now lead our women's national side. Shelley is an impressive coach, inspired leader and powerful role

model for our players and staff. We are thrilled that she is with us and driving the women's game forward in Scotland.

Moving to the men's national side, while the nation's collective disappointment at not qualifying for the play-offs for the 2018 FIFA World Cup is, and was, understandable, it was nevertheless a mark of Gordon Strachan's capabilities – and the squad's belief in the coaching team – that we recovered from a poor first half of the campaign to get back into contention for a play-off place.

Notwithstanding our unbeaten run in the group throughout 2017, with the emergence of a younger generation of players it was, however, agreed that a new national coach should be recruited to provide fresh impetus and a new direction as we prepare for the UEFA EURO 2020 qualifying campaign and also the forthcoming UEFA Nations League. We are grateful to Gordon and his staff for the passion, professionalism and commitment demonstrated since his appointment in January 2013.

Hampden Park will play host to three Group Stage matches and a Round of 16 game for the UEFA EURO 2020. Our planning and stadium development work is rapidly gaining pace as we get ready for the tournament. We are determined to not only be terrific hosts but also to be there to compete. We pass our new Head Coach, Alex McLeish, his backroom team and the players our best wishes and support as they get ready for the competitive matches later in 2018.

Our future beyond 2020 is also in our minds. Hampden or

We welcomed back Shelley Kerr to the Scottish FA who will now lead our women's national side



Murrayfield? A simple question but a hugely complex decision which the association is facing into the pending expiry of the existing lease for the use of Hampden Park, in 2020. A huge amount of work has been undertaken to consider the options open to us and review the the social, economic and emotional impact of any final decision.

We are now nearing the completion of our work and are moving towards a decision that will provide clarity and will be crucial to determining our path for the future.

Last year I was also delighted to welcome Kelty Hearts into the Scottish FA as they became our 89th member club. I visited New Central Park to present their certificate and meet some of the people at the club and it was great to learn more about their journey and their ambitions for the future. Attaining a Scottish FA licence now provides them with automatic entry into the Scottish Cup and the pyramid system. They are one of many clubs in the country who are striving to improve and we are proud of our club development work which supports growth at every level of the game.

Our work to ensure that football is a safe sport for everyone involved also remains at the top of our agenda. The independent review into historical child abuse will be published in the coming weeks. Recommendations will flow from that report and we will reiterate our commitment to reassuring young players and parents that Scottish football is a safe environment in which to play.

Looking ahead, the Scottish FA faces a range of challenges as the sports, broadcasting and digital landscapes evolve. We need to be ready for those changes and with that in mind, Ana Stewart, with her background in marketing, retail and technology, was appointed as an independent non-executive director, taking the lace of Barrie Jackson, whom we thank for his input and service.



"We pass our new Head Coach, Alex McLeish, his backroom team and the players our best wishes and support as they get ready for the competitive matches later in 2018."

Her advice and fresh ideas will challenge and shape our plans and policies going forward.

Ana will also chair our Equality & Advisory Diversity Board. Formed in 2017, bringing together a range of excellent members, the group's role is to advise the Scottish FA on equality issues and ensure that we help ensure that football in Scotland is open to all. We want to make the game more inclusive and to do that we are aiming to secure the Advanced Level Equality Standard for Sport. This is an important target for us to reach.

Scotland manager Alex McLeish is pictured with assistant coaches James McFadden and Peter Grant, and goalkeeping coach Stevie Woods (L-R)

Alan McRae welcome Kelty Hearts as a Scottish FA Member Club



Following the turn of the year, our Chief Executive, Stewart Regan, resigned from his post, almost eight years after he took up the position. During his tenure he helped drive a range of changes, including streamlining the Scottish FA committee system, introducing a more transparent and independent disciplinary process and delivering a new performance strategy. Stewart worked tirelessly for the organisation, alongside Andrew McKinlay, our Chief Operating Officer, who also departed and I would like to place on record my thanks and appreciation to both of them for their commitment to Scottish football.

Ian Maxwell has now taken the reins from 21 May as our new Chief Executive. I look forward to working closely with him as we take on the challenges facing our game. I am sure you will join me in wishing him every success in the months and years ahead.

As an association, as a group of clubs and as individuals involved in Scottish football, our mission remains simple – to inspire a nation to love football. Thank you to all our member clubs, commercial partners, staff, stakeholders and volunteers for your ongoing support in the quest to do that.

ALAN McRAE
PRESIDENT, SCOTTISH FA



PE



PERFORMANCE

JD PERFORMANCE SCHOOLS

In partnership with the Scottish FA, the seven Performance Schools have delivered an extensive, challenging programme for the country's most talented young footballers for the last six years.

The programme is for boys and girls and runs from S1 to S4.

The Scottish FA employs seven full-time Performance Youth Coaches who have responsibility for the delivery of the programmes in each school.

The seven partner schools are as follows:

HAZLEHEAD ACADEMY - ABERDEEN

ST JOHN'S HIGH SCHOOL - DUNDEE

GRAEME HIGH SCHOOL - FALKIRK

**BRAIDHURST HIGH SCHOOL -
MOTHERWELL**

BROUGHTON HIGH SCHOOL - EDINBURGH

**HOLYROOD SECONDARY SCHOOL -
GLASGOW**

GRANGE ACADEMY - KILMARNOCK

The Performance School programme was given a huge boost in August when JD became the title sponsor for the programme on the day of the 2017 induction.

The sponsorship deal represents great value for the Scottish FA Performance School programme and the association were delighted to welcome an industry leader such as JD on board.

The programme is already bearing fruit for clubs across Britain with 46 professional contracts signed by Performance School players in 2017.

The programme has shown that it enhances their abilities in the classrooms, proved by the statistic that Performance School players achieved 15% better results at their National 5s than regular pupils.

At a national level the players have succeeded with the Performance Schools having representation at Scotland Under-15s, Under-16s and Under-17s level as well as women's Under-16s and Under-17s.

A number of graduates are now starting to develop and progress into their club's respective first teams.

Harry Cochrane, Anthony McDonald, Dean Campbell, Ethan Erahon, Logan Chalmers and Scott Reekie made the step up and shone at the top level.

Dean made history, becoming the first Performance School player to make a competitive appearance in the Ladbrokes Premiership.

He sat his National 5 English exam in the morning, achieving

an A before coming off the bench and playing against Celtic.

The Performance Schools also pride themselves on having the best coaches in place at their schools, guiding the players to reach their potential.

Brian McLaughlin was an excellent coach at Holyrood Secondary School and his hard work was rewarded by being named the Scotland Under-17s head coach.

He was replaced by Joe McBride who brought a wealth of experience having worked at Celtic, Ujpest, Watford and Cardiff City where he worked with Malky Mackay, the Scottish FA's Performance Director.

Heart of Midlothian's Harry Cochrane was a success story from the programme in 2017 and present at the most recent Performance School induction.

He attended Grange Academy for three years, travelling from East Kilbride to Kilmarnock every day, juggling his schoolwork and football at Hearts.

Throughout his time at Grange Academy, Harry always showed a growth mindset towards his academic studies and his football where he continually wanted to learn, showed great effort and was resilient.

At 16 he scored his first goal for Hearts against Celtic in a 4-1 victory and he has been a mainstay in the squad ever since.

Scottish FA Performance Director Malky Mackay, Performance School graduate Harry Cochrane, and Stephen McManus with the latest players to join the Scottish FA Performance School scheme.



PROJECT BRAVE

Following his appointment as Scottish FA Performance Director, 2017 was the year that saw Malky Mackay really drive Project Brave and a number of initiatives forward.

A key part of this was his desire to get out and about to speak to clubs at various levels within the Scottish game. Malky strived to ensure their understanding of the goals of Project Brave, in that they are mutually beneficial as we endeavour to improve the standard of young Scottish players, but that it has to be a collaborative effort between all of those with the Scottish game at heart.

The object is to harness the success of the strategic plan and ensure a more efficient pathway to first-team football.

Proposals included:

- A reduction from 29 funded academies to a maximum of 16, selected via an independently audited criteria-based system.
- Streamlining of the number of players in the academy system from around 2500 to 1200.
- Enhanced funding for achieving Measurable Performance Outcomes to encourage best practice.
- Alignment of youth-age matches to a summer season will promote attractive football.
- The return of reserve-team football is designed to expose young players to more intense competition at the key age of development.
- Innovation, such as the potential introduction of colt teams.

Back in January, Mackay led a four-day consultation with Club Academy Scotland members to talk through the plans and listen to feedback – highlighting that this can't be a one-way conversation.

The biggest development followed with the confirmation of club placings within the new academy structure, which was delayed due to the unexpected closure of Forth Valley.

Applicant clubs were graded according to a criteria-based system and an assessment of Measurable Performance Outcomes.

The aim was to bring greater focus to talent development and optimise playing opportunities.

Those not selected for the 'Elite' top tier will still have access to a level of funding from the Scottish Football Association to support the running and improvement of their academies.

Following the judgement of the Club Academy Scotland assessment panel, the clubs were grouped in three levels.

ELITE LEVEL

Aberdeen, Celtic, Hamilton Academical, Heart of Midlothian, Hibernian, Kilmarnock, Motherwell, Rangers

PERFORMANCE (PROGRESSIVE) LEVEL

Ayr United, Dundee United, Greenock Morton, Inverness Caledonian Thistle, Partick Thistle, Ross County, St Johnstone, St Mirren

PERFORMANCE LEVEL

Dundee, Fife Elite Football Academy, Queen's Park

Mackay said: "This is a significant milestone for Project Brave.

"Club Academy Scotland is a fundamental part of the process and a lot of work has gone into developing the criteria used to assess the clubs.

"From day one this has been a collaborative activity.

"The clubs have been engaged at every step, with daily dialogue to help with their applications.

"We have been heartened and inspired by so many of the positive things we have seen in regards to the development of young Scottish footballers and our aim is to

assist clubs and encourage them to hit the highest possible standards.

"What I would like to stress is that the bandings are not fixed and they will be reassessed in June 2018.

"No door is closed to clubs outside of the Elite bracket with aspirations to move up.

"As a result of the conversations we had with clubs, a new middle tier was created.

"The 'Progressive' category was designed to ensure 'smaller' but ambitious clubs with academies could find their natural place in the system, with scope to push on.

"For those in the top tier, we will continue to monitor their work in conjunction with our independent auditors.

"This is only one more step but we believe it's a crucial one."

Mackay and his Performance staff have been hard at work to enhance all that was already on offer to member clubs, with the launch of the Pride Lab and Elite Coaching programmes evidence of that.

Both are detailed in greater depth elsewhere in the Annual Review but the benefits, in short, are two-fold.

Coaches – in various roles throughout the club structure – looking to broaden their horizons and develop have been encouraged to generate debate and challenge themselves so that sessions become less of a lecture and more of a conversation.

The Scottish FA, in turn, has ensured their access to high calibre speakers from across the globe.

With a host of events planned for 2018, that commitment to an all-round improvement across youth development in this country remains and will go from strength to strength.



Celtic captain Sam Wardrop celebrates with the Scottish FA Youth Cup



Scot Gemmill and Malky Mackay

PRIDE LAB

As part of Project Brave, the launch of the 'Pride Lab' aims to accelerate the development of Scotland's best up and coming coaches.

Designed by Scottish FA Performance Director Malky Mackay – as well as national youth team coaches Brian McLaughlin and Scot Gemmill – the Pride Lab programme will see the respective Heads of Children's, Goalkeepers and Youth from clubs up and down the country invited to a series of sessions designed to stimulate debate and discussion.

Mentorship is at the heart of the scheme, with a range of experiences and masterclass opportunities to follow throughout the year.

With a substantial investment from the Scottish FA offering proof of their commitment to raising the bar in the field of Coach Education, Mackay explain the thinking behind the launch day and the events that will follow.

"Through Project Brave and Club Academy Scotland, clubs have been asked to hire certain staff – a Head of Children's, Head of Youth, Head of Goalkeeping and Head of Academy.

"Within the Scottish FA, we've decided that we need to help mentor our younger coaches and this was the start of the Pride Lab year.

"Together we'll share ideas, talk about the issues within our respective roles and the challenges that lie ahead.

"Together we can find a better way for them to not only mentor their other coaches but also their players - so that in 10 years, when those young players become professional players, they can grow into Scotland players.

"We were lucky enough to be joined by Alex McLeish and he was right in what he said to the coaches who were present.

"The responsibility they have on their shoulders is huge, because they have the next batch of Scotland players."

ELITE COACHING PROGRAMME

Another Project Brave initiative, the Elite Coaching Programme masterclass series, aims to connect some of the country's best up and coming touchline talents with high-calibre guest speakers.

The masterclasses – which are intended to spark debate, discussion and generally raise standards – kicked off in June 2017 with an emphasis on defending.

Delegates were treated to tutorials from renowned coach educator Dick Bate, defensive coach Fabrizio Piccareta and Burnley boss Sean Dyche.

Some 80 coaches from throughout Scotland attended the two-day session at Oriam.

Malky Mackay said: "It's our duty to help the clubs with the ongoing mentoring process. Clubs are on a results-oriented hamster wheel every seven days and as a result they don't have time to review their coaching plans. They need help with that.

"Through Club Academy Scotland I've been in contact with the clubs, who have asked me to come in and mentor their young coaches.

"Our first two-day course was a success, with three top class guest speakers educating on the Art of Defending. For the 80 coaches in attendance it will be extremely beneficial in the long run."

PRO LICENCE

The Scottish FA's Pro Licence programme continues to go from strength to strength, with the latest batch of candidates beginning their journey towards UEFA's highest qualification in January 2017.

The UEFA Pro Licence diploma operates on a two-year cycle and runs over an 18-month period, covering all aspects of football coaching and management.

The Scottish FA have run the course since 1999, with previous graduates going on to coach at international level, in the Premier League and the UEFA Champions League.

This year's participants include former Portuguese international Costinha, who won both the UEFA Champions League and UEFA Cup with Porto during a playing career that saw him pick up 53 caps for Portugal.

The first round of guest speakers included Scottish Rugby's record points and caps holder Chris Paterson and former England manager Roy Hodgson.

In the months that followed they were joined by the likes of David Moyes and Walter Smith in a display of the Scottish FA's commitment to attracting the best quality lecturers.

Director of Football Development, Jim Fleeting, said: "This year we have lots of up and coming, talented coaches enrolled.

"This course will undoubtedly set them on their way to reaching the next level."

ORIAM

The doors to state-of-the-art Oriam opened in August 2016 but now it really does feel like home.

Designed to deliver a world-class training environment for elite-level athletes and the general public alike, the Scottish FA was determined that Oriam would help provide Scotland's elite footballers – female and male, from the youth levels to the senior squads – with an edge in competitive performance.

That hard work in the dark will hopefully shine in the light over the coming years, with a lot of work going on behind the scenes at the Heriot-Watt University facility in Edinburgh.

To make sure the Scottish FA gets the most out of the partnership with other key stakeholders, Nicola Fielding was promoted to the post of Oriam Office and Events Manager – charged with being the first port of call for anyone

within the association looking to stage activity at the Riccarton base.

In total, the Scottish FA used the facilities at Oriam 731 times across 2017.

The broad range of occupants highlights just how essential Oriam has become to the Scottish FA.

The Coach Education department have made extensive use of the facility for their various courses – from the C/B/A/ Pro Licence through to the likes of their Futsal pilot course.

Malky Mackay and his Performance staff really made the place their own, with the senior Scotland squad using the facility for the first time in March and November.

That was mirrored across the age-groups – both female and male.

The spacious setting has also allowed

supporters to get in on the act, with open training sessions allowing them to get up close and personal with their favourites.

There's no hint of complacency, with a determined effort to ensure that the complex continues to go from strength to strength and offer as much value as possible.

The opening of the Marriott Courtyard Hotel towards the end of the year offers teams the option to stay on campus, with the specially-designed top floor tailor-made for squads with larger bedroom and private dining and meeting areas as well as spare rooms for physiotherapy work and kit storage.

Several of the youth and senior squads have made the most of Oriam, with access to the Strength & Conditioning suite, Medical and Rehab area for warm-up and cool-down purposes, in addition to the Hydrotherapy suite for recovery sessions.

With no stone left unturned by the Scottish FA's Performance department, funding was secured for three high-quality Performance Analysis cameras to be installed in the vicinity of the indoor pitch – one behind each goal and one on the half-way line, allowing analysts the ability to film any game or session and study it in real-time.

The 'Hampden' pitch has been screened to enable additional privacy – allowing closed training sessions.

Screening has also been installed behind the goals on the indoor pitch to improve visibility of the goalposts, while a scoreboard has also been installed.

Meanwhile, an outdoor stand has been installed between the Hampden and synthetic pitches.

Able to accommodate around 400 spectators, the dual rake construction has been delivered as part of a partnership between FIFA, Oriam, sportscotland and the Scottish FA.

Fast becoming one of the great hubs of activity within Scottish football, Oriam looks set to go from strength to strength in 2018.



Oriam

NATIONAL YOUTH TEAMS

MEN'S YOUTH TEAMS



Scotland's Oliver McBurnie (right) closes down Estonia's Marten Kuusk

UNDER-21s

Scot Gemmill's side began 2017 with a 0-0 draw against Estonia at the Paisley 2021 Stadium in preparation for the UEFA European Under-21s Championship Qualifiers beginning.

Scotland began the group in sensational fashion, defeating The Netherlands 2-0 in what was a stunning victory. Oliver Burke and Stephen Mallan both scored in the second half.

After the match Scot Gemmill reflected: "We played with so much intelligence and intensity and there was so much willingness to do well."

"We know we're working in the correct manner with a bunch of players that are willing to execute a game plan."

A trip to Middlesbrough followed where Chris Cadden scored for Scotland in a 3-1 defeat in front of a 20,000 strong crowd.

Four days later goals from Oliver Burke and Oliver McBurnie secured a 2-0 away win against Latvia.

The year ended with a 1-1 draw against the Latvians before losing out 2-0 to Ukraine at McDiarmid Park.

UNDER-20s

Scot Gemmill led an Under-20s side to compete at the Toulon Tournament for the first time since 1997 and made history by becoming the first Scotland team to beat Brazil at any age level.

A Greg Taylor left footed strike sealed the win and was the crowing moment in what was a successful tournament.

Afterwards Taylor said: "That goal meant everything to me and gave me so much confidence."

"To be the first Scotsman to score a winner against Brazil gives me my own unique little bit of history."

Scotland overcame the Brazilians, Czech Republic and Indonesia as well as losing to England during their time in France.

They finished third in the tournament.



Scot Gemmill

Scotland's (L-R) Greg Taylor, Ruben Sammut, Anthony Ralston and Adam Frizzell celebrate at full time after their unique victory over Brazil





Michael Johnston

UNDER-19s

Scotland Under-19s exited the UEFA Euro 2017 qualification stages at the Elite Round, following losses to Austria, Czech Republic and Hungary.

Celtic's Michael Johnston notched Scotland's only goal over the course of the six days, levelling the scores with 74 minutes in the final game against Hungary but a late penalty secured victory for the opposition.

Donald Park took over from Ricky Sbragia in August and he qualified the side for the Elite Round in 2018, defeating Luxembourg and drawing to Armenia as well as losing out to Czech Republic.

WOMEN'S YOUTH TEAMS

WOMEN'S UNDER-19s

In 2017, the women's Under-19s emulated the senior squad, in that they competed in a major championships in the summer before welcoming a new head coach.

The team also said farewell to a loyal servant, as Scotland Women's Under-19s head coach Gareth Evans left after four years in charge of the team.

They began their year with a training camp in Spain where they played Italy, France and Germany, preparing them for their Elite Round stage.

Two wins over Republic of Ireland and Finland secured their place at the finals in Northern Ireland that summer. They exited at the group stages, losing out to Germany and Spain as well as drawing with the hosts.

After the tournament, Gareth Evans stepped down and former women's international player Pauline Hamill was appointed. Currently undertaking her Pro Licence, Hamill played 141 for Scotland and used to coach the women's Under-17s.

Upon being appointed she said: "I know a lot of the players through my previous roles with the association and can't wait to help them continue to develop.



Women's Under-19s

"There are a lot of young promising players who have recently come through the age ranks such as Erin Cuthbert who impressed for the national team at Euro 2017."

In her first competitive matches in charge, Scotland qualified for the Elite Round, beating Armenia 2-0, losing to Hungary and drawing against Turkey.

WOMEN'S UNDER-17s

2017 also saw a new coach for the Women's Under-17s with Pauline MacDonald taking over from Pauline Hamill.

Capped 66 times for her country, MacDonald becomes the third full-time female coach working for the women's international teams and works within the Performance Department where

part of her role involves the coordination and management of the Regional Performance Academies and newly created Regional Performance Hubs.

She said: "The role not only allows me to coach but also to nurture the talent coming through. We want to develop good players as well as good people.

"I am aiming to work effectively with the Performance team and continue to build on the legacy from Euro 2017 to drive the women's game forward."

MacDonald immediately looked to qualify for the Under-17s' first major tournament since 2013 and they progressed to the elite round after overcoming Slovakia and Latvia before losing out to England in October.

WOMEN'S NATIONAL TEAM

2017 was the most historic year yet for Scottish women's football as the national team represented the country at their first major championships for 19 years, playing in the Netherlands at UEFA Women's EURO 2017.

The year kicked off with two draws against eventual UEFA Women's EURO 2017 finalists Denmark in a Cyprus training camp along with the news that Anna Signeul would be leaving her post as head coach following the championships.

A return trip to Cyprus followed where Scotland finished fifth in the Cyprus Cup, where they defeated New Zealand, Austria and Wales.

International Challenge matches on foreign soil followed, against Belgium and Sweden along with home games against Romania and Republic of Ireland.

As UEFA Women's EURO 2017 approached Scotland were dealt severe injury blows when Emma Mitchell, Lizzie Arnot, Jennifer Beattie and talismanic midfielder Kim Little were all ruled out through injury.

More than 3,000 Scotland

supporters travelled to the Netherlands to support the national team in their first major tournament. In front of Patron Nicola Sturgeon, Scotland were defeated in their opening match against England in the impressive surroundings of the Stadion Galgenwaard in Utrecht.

The injury hit Scots then lost 2-1 against Portugal in a close match before a nail-biting final match against Spain.

Scotland were required to win by two goals in Deventer and at the break they led 1-0 through a Caroline Weir strike. Despite great effort the team couldn't find the elusive second goal and although they exited the tournament, heads could be held high after defeating Spain for the first time.

Following the agonising exit, retiring captain Gemma Fay said: "You should never write off the Scotland badge. We could have had more than one goal against Spain and we were inches off that one we needed. This team will only get better."

After wishing Anna Signeul well following 12 years

"As a young girl, and being extremely passionate about Scotland, it was my ambition to represent my country and now to get the opportunity to lead the women's national team is a dream come true."

SHELLEY KERR

Lana Clelland, Chloe Arthur, Erin Cuthbert and Christie Murray celebrate victory over Republic of Ireland

of loyal service, the Scottish FA welcomed back a familiar face in the shape of former player and Under-19s head coach Shelley Kerr.

Shelley Kerr arrived at Hampden brimming with pride and ideas on how to progress the national team.

She said: "As a young girl, and being extremely passionate about Scotland, it was my ambition to represent my country and now to get the opportunity to lead the women's national team is a dream come true."

"We have a great group of players and my goal is to continue the good work and sustain the level of success that the team has achieved in recent years."

Kerr opened her tenure with a comprehensive 3-0 win over Hungary prior to World Cup Qualifying double-header victories over Belarus and Albania.

The year concluded with the women's national team being named as Team Scotland's Team of the Year at the Scottish Sports Awards.





SCOTLAND WOMEN'S NATIONAL TEAM HEAD COACH **SHELLEY KERR**

- Won every domestic honour in Scotland during playing career
- Coached Arsenal, Kilmarnock, Hibernian and Spartans
- Won 59 caps for Scotland between 1989 and 2008
- UEFA Pro Licence Holder
- Scotland Under-19s coach between 2009 and 2013
- Won three trophies in 18 months as Arsenal Ladies head coach
- First female manager in British men's senior football in 2014, taking over Stirling University

2017 RESULTS

DENMARK 2 SCOTLAND 2

SCOTLAND SCORERS: J ROSS, E CUTHBERT

20/01/17 | INTERNATIONAL CHALLENGE MATCH | GSZ STADIUM, LARNACA

DENMARK 1 SCOTLAND 1

SCOTLAND SCORER: K LITTLE

23/01/17 | INTERNATIONAL CHALLENGE MATCH | TASOS MARKOS STADIUM, PARALIMNI

NEW ZEALAND 2 SCOTLAND 3

SCOTLAND SCORERS: J ROSS, E CUTHBERT, K LITTLE

01/03/17 | CYPRUS CUP | AMMOCHOSTOS STADIUM, LARNACA

SCOTLAND 0 KOREA REPUBLIC 2

03/03/17 | CYPRUS CUP | GSP STADIUM, NICOSIA

AUSTRIA 1 SCOTLAND 3

SCOTLAND SCORERS: J ROSS, L ROSS, L EVANS

06/03/17 | CYPRUS CUP | GSZ STADIUM, LARNACA

SCOTLAND 0 WALES 0

(SCOTLAND WON 6-4 ON PENALTIES)

08/03/17 | CYPRUS CUP | TASOS MARKOS STADIUM, PARALIMNI

BELGIUM 5 SCOTLAND 0

11/04/17 | INTERNATIONAL CHALLENGE MATCH | INTERNATIONAL CHALLENGE MATCH | STADION OH LEUVEN, LEUVEN

SCOTLAND 2 ROMANIA 0

SCOTLAND SCORERS: L EVANS, J ROSS

09/06/17 | INTERNATIONAL CHALLENGE MATCH | FALKIRK STADIUM, FALKIRK

SWEDEN 1 SCOTLAND 0

13/06/17 | INTERNATIONAL CHALLENGE MATCH | INTERNATIONAL CHALLENGE MATCH | MYRESJÖHUS ARENA

SCOTLAND 1 REPUBLIC OF IRELAND 0

SCOTLAND SCORER: C MURRAY

07/07/17 | INTERNATIONAL CHALLENGE MATCH | STARK'S PARK, KIRKCALDY

ENGLAND 6 SCOTLAND 0

19/07/17 | UEFA EURO 2017 | STADION GALGENWAARD, UTRECHT

SCOTLAND 1 PORTUGAL 2

SCOTLAND SCORER: E CUTHBERT

23/07/17 | UEFA EURO 2017 | SPARTA STADION, ROTTERDAM

SCOTLAND 1 SPAIN 0

SCOTLAND SCORER: C WEIR

27/07/17 | UEFA EURO 2017 | STADION DE ADELAARSHORST, DEVENTER

HUNGARY 0 SCOTLAND 3

SCOTLAND SCORERS: L CLELLAND, C EMSLIE, J ROSS

14/09/17 | INTERNATIONAL CHALLENGE MATCH | TELKI, BUDAPEST

BELARUS 1 SCOTLAND 2

SCOTLAND SCORERS: OG, J ROSS

19/10/17 | FIFA WORLD CUP 2019 QUALIFIER | FC MINSK, MINSK

SCOTLAND 5 ALBANIA 0

SCOTLAND SCORERS: OG, F BROWN, J ROSS, C EMSLIE, L EVANS

24/10/17 | FIFA WORLD CUP 2019 QUALIFIER | PAISLEY 2021 STADIUM, PAISLEY



Claire Emslie

MEN'S NATIONAL TEAM

The Men's A team embarked on an unbeaten run in competitive action in 2017, but their valiant efforts saw them fall agonisingly short in their quest to make the play-offs for the 2018 FIFA World Cup.

Scotland entered 2017 with the qualification campaign hanging by a thread after away losses to England and Slovakia and a damaging home draw to Lithuania. 2017 began with Gordon Strachan's future as head coach in the balance. The first match saw an uninspiring 1-1 draw with Canada in March played in wet conditions at Easter Road and offered little for the Scotland supporters to cheer, despite Steven Naismith's goal.

The World Cup qualification campaign got back on track later that week, however, as a spirited performance at Hampden Park against a Slovenia side high on confidence saw Scotland breathe new life into their campaign.

A late goal from substitute Chris Martin proved to be the difference between the two sides and also saw an effervescent debut from Celtic midfielder Stuart Armstrong – Gordon Strachan later proclaiming it to be one of the best debut performances a Scotland player had ever produced.

Having narrowed the gap to the top in the group, Scotland next welcomed group leaders England to Hampden for an end-of-season 2018 FIFA World Cup qualifier, where



Above: Joe Hart fails to keep out Leigh Griffiths' second free-kick.

Below: Griffiths celebrates

a capacity crowd were treated to a modern-day classic.

After an evenly-matched first half, Scotland found themselves a goal down to a 70th minute strike. Leigh Griffiths then stepped up to turn the game on its head, netting two stunning free kicks from near-identical positions on 87 and 90 minutes to send the crowd into raptures and claim his first international goals.

The Hampden roar was muted in the 93rd minute, however, when Harry Kane scored a late leveller to deny Scotland a famous victory. The England captain later proclaimed the atmosphere at the stadium to be one of the best he had ever played in.

Scotland carried their upturn in form into the new season, with a double header against Lithuania and Malta yielding maximum points. The team first travelled to Lithuania where they exacted

revenge on their hosts for the dropped points in the 0-0 draw on Scottish soil earlier in the campaign.

The Lithuanians had proven to be a banana skin for Scotland in previous meetings but Gordon Strachan's men ruthlessly dispatched their opponents thanks to a first international goal from Stuart Armstrong, a stunning, curling long range strike from new Liverpool signing Andy Robertson and a 70th minute effort from James McArthur.

Scotland then welcomed Malta to Hampden Park three days later, where goals from Christophe Berra and Leigh Griffiths were enough to see off the group minnows. The result meant that Scotland entered the final two matches of the campaign with their destiny in their own hands, barring an unlikely set of results in other qualification groups.

Second-placed Slovakia next visited Hampden Park requiring only a draw to all but seal second



The International Challenge Match against the Netherlands in November saw Kieran Tierney (below) become one of Scotland's youngest ever captains when he led the team out.

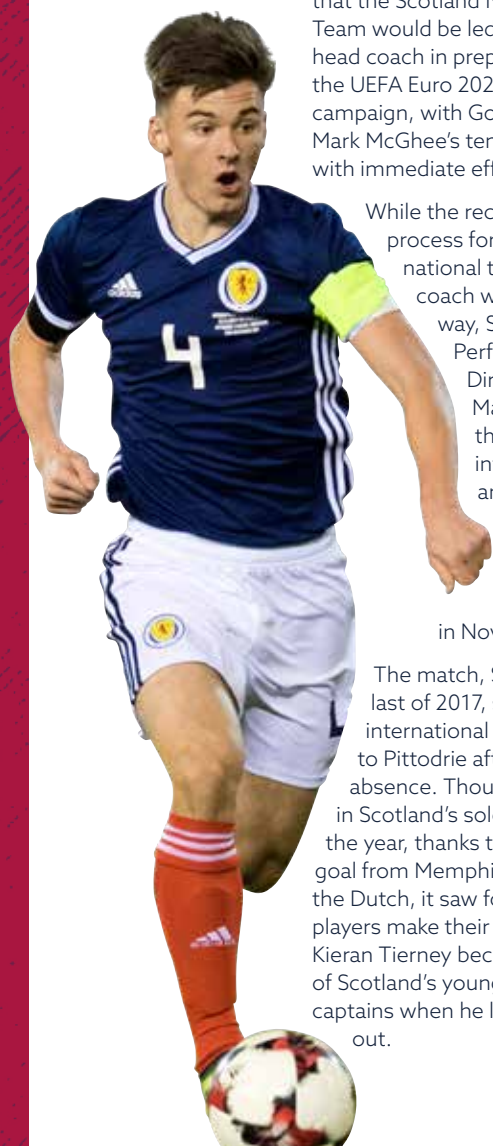
place in the group. Despite being reduced to ten men in the first half, Slovakia took Scotland to the wire, however a late own goal by captain Martin Skrtel, under pressure from Scotland substitute Chris Martin, was enough to secure the vital three points.

Scotland's hopes of travelling to Russia came to an end in Slovenia, however. Despite leading at half time thanks to Leigh Griffiths' 4th goal of the campaign, two second half goals from the hosts turned the game on its head and left Scotland chasing victory. Despite an 88th minute equaliser from Robert Snodgrass, Scotland were unable to find a winner, leaving the players disconsolate at the final whistle, having come so close to rescuing a qualification campaign that had seemed doomed in its embryonic stages.

Following the conclusion of the campaign, it was decided that the Scotland National Team would be led by a new head coach in preparation for the UEFA Euro 2020 qualifying campaign, with Gordon and Mark McGhee's tenure ending with immediate effect.

While the recruitment process for a new national team head coach was under way, Scottish FA Performance Director Malky Mackay took on the role on an interim basis for an International Challenge Match against the Netherlands in November.

The match, Scotland's last of 2017, saw senior international football return to Pittodrie after a four-year absence. Though it ended in Scotland's sole defeat of the year, thanks to a solitary goal from Memphis Depay for the Dutch, it saw four Scotland players make their debuts, while Kieran Tierney became one of Scotland's youngest ever captains when he led the team out.



2017 RESULTS



Scotland's players celebrate Stuart Armstrong's goal against Lithuania

SCOTLAND 1 CANADA 1

SCOTLAND SCORER: S NAISMITH
23.03.2017 | INTERNATIONAL
CHALLENGE MATCH | EASTER ROAD

SCOTLAND 1 SLOVAKIA 0

SCOTLAND SCORERS: M SKRTEL OG
05.10.2017 | 2018 FIFA WORLD CUP
QUALIFIER | HAMPDEN PARK

SCOTLAND 1 SLOVENIA 0

SCOTLAND SCORER: C MARTIN
26.03.2017 | 2018 FIFA WORLD CUP
QUALIFIER | HAMPDEN PARK

SLOVENIA 2 SCOTLAND 2

SCOTLAND SCORES: L GRIFFITHS, R
SNODGRASS
08.10.2017 | 2018 FIFA WORLD CUP
QUALIFIER | STADION STOŽICE,
LJUBLJANA, SLOVENIA

SCOTLAND 2 ENGLAND 2

SCOTLAND SCORER: L GRIFFITHS 2
10.06.2017 | 2018 FIFA WORLD CUP
QUALIFIER | HAMPDEN PARK

SCOTLAND 0 NETHERLANDS 1

09.11.2017 | INTERNATIONAL
CHALLENGE MATCH | PITTDORIE

LITHUANIA 0 SCOTLAND 3

SCOTLAND SCORERS: S ARMSTRONG,
A ROBERTSON, J MCARTHUR
01.09.2017 | 2018 FIFA WORLD CUP
QUALIFIER | LFF STADIONAS, VILNIUS,
LITHUANIA

SCOTLAND 2 MALTA 0

SCOTLAND SCORERS: C BERRA, L
GRIFFITHS
04.09.2017 | 2018 FIFA WORLD CUP
QUALIFIER | HAMPDEN PARK



Matt
Phillips

FUTSAL

WHAT IS FUTSAL?

Futsal is a five-a-side version of football with unlimited substitutions and 20 minutes a half. The game is played with an optimised ball that does not bounce as much as a traditional football.

Currently in Scotland there is a strong adult league with 51 teams affiliated through the Scottish Amateur Football Association.

There is an ever growing recognition in Scotland that futsal can be beneficial both as a game in its own right and as a development tool for young football players. This is reflected in more activity in youth futsal.

Q&A WITH COACH EDUCATION MANAGER STUART MCLAREN

WHAT PROGRESS HAS BEEN MADE WITH FUTSAL IN 2017 IN SCOTLAND?

In terms of adult game provision, the Scottish Futsal League has continued to develop the Super League by utilising venues throughout the country to raise awareness of the sport rather than playing matches at a single central facility.

There has been a variety of futsal activity for children and youth players via schools and SYFA affiliated clubs with each of the six Scottish FA regions overseeing a pilot games programme for the 2009 age group.

In terms of the national team, Mark Potter left his post as head coach with Gerry McMonagle taking over for the annual Home Nations Championship. At the tail end of the year Scott Chaplain was appointed as the head coach going forward.

WHAT ARE YOUR TARGETS FOR 2018?

Facilitating an increase in opportunities for young players to experience and play the sport is the main target for 2018.

We are in the process of developing a framework for futsal that will outline how we aim to achieve this. We also want to continue to support the growth in the adult game as well as develop more opportunities for female players to participate in the game.

WHAT DOES THE AVERAGE FUTSAL CALENDAR LOOK LIKE FOR THE NATIONAL TEAM?

A preliminary round takes place alternatively every two years for the UEFA Futsal Euro or the FIFA Futsal World Cup. At the end of the year there is the annual Home Nations Championship, which took place in Scotland in 2017, and in 2018 it will be held in Northern Ireland. In between both sets of matches, a number of training camps will take place.

HOW DID THE HOME NATIONS CHAMPIONSHIP GO FOR THE NATIONAL TEAM?

The performance of the team was perhaps above expectations and the results also indicated improvement from 2016.

We finished in third place, beating Northern Ireland, drawing with Wales and losing out to England.

The matches at Oriam were well attended and demonstrated what an exciting game futsal is for spectators, especially at the highest level.

TELL US ABOUT YOUR NEW HEAD COACH SCOTT CHAPLAIN?

Scott has played with the national futsal team, delivered much of our futsal coach education, and has both talent and a willingness to continually improve as a coach.

He has indicated his plans to further progress the squad as we strive to achieve better results at future international tournaments.



Above: Scott Chaplain
Left: Scott Mollison

SCOTTISH CUPS



WILLIAM HILL SCOTTISH CUP CELTIC 2-1 ABERDEEN

Celtic completed a historic domestic unbeaten treble thanks to Tom Rogic's dramatic injury-time winner.

Supporters were treated to a thrilling 90 minutes, with underdogs Aberdeen starting on the front foot.

Jonny Hayes' clinical half-volley gave The Dons' a deserved early lead after a fine start to proceedings.

Celtic, however, showed the kind of resilience that typified their season to turn the tide.

Stuart Armstrong levelled with a precise shot from the edge of the area before Australian playmaker Rogic took centre stage.

Two minutes into stoppage time, with everyone else seemingly steeling themselves for the prospect of extra time, Rogic ran at Aberdeen down the right flank, burst beyond Andrew Considine and fired low beyond the diving Joe Lewis.

In doing so Celtic became the first side in Scottish football to

complete an unbeaten treble, while getting their hands on the famous old trophy for the first time since 2013.

Reflecting on a dream debut season in charge, Brendan Rodgers said: "If you're going to create history, which we've done, then you have to make it happen and the players have done that.

"It was a really tough game and, as well as to my own players, give credit to Aberdeen. They made it really tough for us, particularly in the first half.

"We had to dig deep, we weren't quite as fluent in our game and that's credit to them. They broke the game up quite well.

"We just reinforced at half-time the idea of staying calm, that eventually Aberdeen would tire and that's what started to happen.

"In the second half we created chances and were disappointed not to score one or two more. We got the goal in the end and thoroughly deserved it."

SCOTTISH FA YOUTH CUP

CELTIC 3-0 RANGERS

Celtic added the Scottish FA Youth Cup to their season haul after a deserved victory over rivals Rangers at Hampden Park.

The Hoops made the breakthrough seven minutes from the interval. Eye-catching winger Michael Johnston back-heeled into the path of Calvin Miller, who crossed for Joe Thomson. His glancing header fell into the path of captain Sam Wardrop, who made no mistake from 10 yards. Miller and man-of-the-match Aidan McIlduff sealed victory with close-range efforts of their own.

SSE SCOTTISH WOMEN'S CUP FINAL

HIBERNIAN 3-0 GLASGOW CITY

Hibernian completed the cup double for the second year in succession with this convincing victory over perennial powerhouses Glasgow City.

Scotland striker Abi Harrison smashed home from close range to give Hibs the lead in Livingston, before a stunning 40-yard free-kick from Siobhan Hunter killed off any hopes of a City comeback. Rachael Small added a third to round off the scoring and give new manager Kevin Milne a winning start to life in the Hibeese' dugout.

SCOTTISH WOMEN'S PREMIER LEAGUE CUP FINAL

HIBERNIAN 4-1 CELTIC

Hibernian retained the SWPL Cup after a comprehensive triumph over a talented Celtic side at Broadwood.

Kirsty Smith got Hibs off the mark with an audacious effort after spotting goalkeeper Megan Cunningham off her line. The Hoops, though, showed character to bounce back and level within a minute through Ruesha Littlejohn. Lucy Graham restored Hibs' lead before Rachel McLauchlan and Rachael Small added their names to the scoresheet.





STRONG QUALITY GROWTH

GRASSROOTS REVIEW

The past year has seen several milestones in grassroots football across Scotland, with the launch of the new grassroots strategy, the One National Plan, a new Para-Football Strategy and the development and inception of a new brand for the Scottish FA's Football Development department - designed to highlight that grassroots football delivers Football for Life.

Powerchair football event



One National Plan

The first half of 2017 saw the launch of a bold new strategy for Scottish non-professional football, designed to grow the game across the country in both scale and diversity, develop talent and provide social benefits.

The One National Plan builds on the successes of the 2005 Youth Action Plan and the 2011 One National Plan. It provides the framework for everyone within Scottish football to establish safe, friendly and nurturing environments to promote enjoyment of the game and foster healthy lifestyles.

The strategy sets an ambitious target of enlisting ten percent of Scotland's population to become involved within Scottish Football in some form by 2026.

TARGETS

- **Participation:** growing the scale and diversity of football across Scotland.
- **Education:** developing the capacity and capability of volunteers and the coaching workforce to support the growth and development of our game.
- **Club Services:** enabling all Scottish clubs to grow, develop and reach their full potential.
- **Attractive Game:** creating a culture and environment that attracts, retains and develops players, coaches and officials from across all communities.

Football for Life

In order to properly showcase the strategy, a new brand was launched for Scotland's grassroots game. The brand was launched in September, during UEFA Grassroots Week 2017, and describes the overarching vision of the One National Plan as providing Football for Life.

Football for Life aims to provide opportunities for every person in Scotland to participate and develop through the national game. This, in turn, will grow the value and benefit of football for individuals, communities and society alike.

Football for Life is designed to grow the game across Scotland by making it more attractive and sustainable. This will be achieved through initiatives that increase participation, deliver education and enhance the services clubs bring to their communities.

Beyond growing the game, Football for Life encourages lifelong participation – not only increasing participation in the game, but ensuring that once players are involved in football, they stay in football.

These three outcomes are a key part of the new brand: Football for All; Skills for Life; and Clubs for Communities. Every football programme that the Scottish FA offers at grassroots level falls under the category of one of these three outcomes.

Football for All

This pillar of the new brand focuses on growing the game – growing the scale and diversity of football participation in Scotland by increasing recruitment and retention of participants, regardless of age, gender, background or ability.

The success of the Scottish FA's drive to increase participation resulted in it exceeding its target for participation by the end of 2017. Head of Football Development Andrew Gould announced at a special event held at the Scottish Parliament to engage with MSPs and demonstrated to them the



Scottish FA Deaf Football Festival 2018

huge range of football initiatives delivered through the Scottish FA. The number of registered players in Scotland has now reached 142,231 with 12,000 female players.

Another of the key successes in this area in 2017 has been the development of the new Para-Football strategy, Playability... Our Game is the Same. The strategy will run through to 2022 and is designed to create greater opportunities for participants of all abilities across the nation to reach their full potential through the creation of a player-focused environment that will allow participants to enjoy Scotland's national game.

Skills for Life

Recognising that football offers far more than an enjoyable sporting activity – participation delivering real-world skills such as teamwork, leadership, respect and resilience. Skills for Life relates to the development of Scottish football's volunteers, referees and coaches.

To provide Skills for Life, the Scottish FA is continuing to develop existing education courses to increase their range, reach and impact, while nurturing a positive culture throughout grassroots football to further incentivise the development of talent.

Skills for Life encompasses programmes such as the Lidl Skills Centres, the Cashback for Communities programme, coach education and referee development.

In 2017 the Cashback for Communities programme continued to thrive, with qualitative analysis of the School of Football programme yielding heartening results. 95% of respondents reported participation having a positive impact on young people's confidence and 95% of participants in the programme improved their skills for learning, life and work.

Clubs for Communities

Through Clubs for Communities, the Scottish FA aims to empower clubs to achieve their full potential in delivering benefits to their communities. Clubs contribute to the pyramid of players, coaches, referees and volunteers required to grow and sustain the game.

The strategy aims to support clubs, recruit volunteers and ultimately inspire communities through football.

Clubs for Communities encompasses programmes such as the Scottish FA Grassroots Awards and Football Development's flagship Quality Mark club accreditation scheme, both of which have continued to excel under the new brand. The Quality Mark scheme this year saw 535 clubs achieving the prestigious Quality Mark status and 2018 will see additional development, tying in with the overall Football Development brand.

CASHBACK FOR COMMUNITIES

2017 saw the Scottish FA continue its successful partnership with the Scottish Government's Cashback for Communities programme into its tenth year.

Since 2008 the two organisations have worked to make a strong impact in communities across Scotland providing free football activities for people aged between 10-24 years-old.

Thousands of young people have benefited from projects supporting volunteer development, schools in deprived communities, participation opportunities and much more.

The last nine years of partnership with the Scottish Government has been incredibly beneficial to communities across the country and whilst the new three year agreement will continue to do this it will be more focused on the most socially deprived areas and seek to use football to support those who may not readily access development opportunities.

The work on phase four began on 1 April 2017 and will continue through until March 2020 with the aim of making a strong impact on those young people who love the game and want to make a positive contribution to society.

The three specific strands of the Scottish FA's Cashback for Communities project are; My School of Football; My Inclusive Community programmes and My Volunteer and Inspire, which will engage just over 4,500 youngsters. These young people are aged between 10 and 24, may be disadvantaged by living in areas of deprivation; being unemployed; not in education or training; being excluded (or at risk of exclusion from school); or being at risk of becoming involved in antisocial behaviour, offending or re-offending



Joe Mearns

Analysis of the benefits of the School of Football programme

The Scottish FA carried out some quantitative analysis of the effectiveness of the Cashback for Communities My School of Football Programme in the past year, with the results indicating that it is an invaluable initiative.

In early 2018 a survey of head and senior teachers in Schools of Football yielded the following headline results:

Young people build their capacity and confidence – 95%, of respondents reported participation having a positive impact on young people's confidence, while 68% reported that it helped improve their willingness to try new activities.

Young people develop their physical and personal skills – 95% of participants in the programme improved their skills for learning, life and work, for example literacy, numeracy, leadership, teamwork, communication organisation and time management. In addition, 89% reported improvements in football skills, including areas such as passing,

dribbling and shooting, as well as physical skills and performance related to the sport including agility, balance and stamina.

Young people's behaviours and aspirations change positively – 95% reported improved behaviour in participants at school.

Young people's wellbeing improves – 89% agreed that the Schools of Football programme has helped to improve health and wellbeing among participants.

School attendance and attainment increases – 89% of respondents reported improved attendance at school amongst participants.

Young people participate in activity which improves their learning, employability and employment options – 74% of respondents reported that participants' engagement in other classes improved, while 68% reported improved concentration and 63% noticed improved academic performance in other areas.

TESCO BANK

The Tesco Bank Football Challenge works in partnership with the Scottish FA to deliver coaching and training sessions for primary two and three pupils across Scotland.

In 2017 it entered its seventh year where more than 120,000 children across 2,200 primary schools in Scotland engaged with the country's leading football participation programme.

Teachers and volunteers also continued to enjoy the Scottish FA's in-service programme with more than 7,500 now trained to support the growth of football in schools.

The aim of the programme is not to find the next Lionel Messi or Kenny Dalglish, but to give children the opportunity to score goals, run around and play football with their friends in a safe and fun environment.

The Tesco Bank Football Challenge is the foundation of the Scottish FA's Development Plan.

It is based in the four-a-side Desire to Play stage of the Developing Talent framework and designed to develop social skills, health and fitness, camaraderie and the development of physical literacy skills.

The Scottish FA's network of coaches deliver training sessions in schools around the country and hold Festivals with clubs around Scotland such as Aberdeen, St Johnstone, Kilmarnock, St Mirren, Ayr United and Hearts.

In 2017, more than 400 children from schools across Scotland played at Hampden Park in the annual 'Play on the Park' festival and a number of special visits took place where primary school children met current Scotland players and legends of the game.



Community Projects Officer, Gary MacDonald said: "Both the Scottish FA and Tesco Bank are passionate about encouraging children to develop positive, lifelong habits and have fun whilst doing so.

"The partnership enables the kids to engage in a range of physical and social skills as well as meet their heroes, providing tangible role models for them to look upto."

In addition, the programme has now given Continuous Professional Development (CPD) training to over 5,000 teachers.

The CPD opportunity for teachers consists of the Scottish FA's 1.1 Early Touches course

"The partnership enables the kids to engage in a range of physical and social skills as well as meet their heroes, providing tangible role models for them to look upto."

**GARY MACDONALD,
COMMUNITY PROJECTS OFFICER**

Former Hibernian manager and Celtic player Alan Stubbs promotes the Tesco Bank Football Challenge programme.

delivered across two evenings to staff after school.

The purpose behind this is to educate the teachers to continue the legacy of the programme within the school after the six weeks of activity is finished.

DESIRE TO PLAY

The Scottish FA delivers numerous opportunities for young people to participate in football throughout the six regions in Scotland.

The association's network of football development officers and community coaches means that every area of the country has a programme for young people to participate in.

Local authorities, leisure trusts and clubs all deliver activity for the younger generation in Scotland in the form of mini-kicker sessions for children aged between three and five.

These activity sessions are football-based but also focus on overall physical literacy.

Football centres for boys and girls of primary school ages have also been delivered in conjunction with the Scottish FA's partner, Lidl.

They ensure that all youngsters regardless of ability, background, race or religion can mix in a safe, fun environment, make friends and grow to love football.

One initiative which was key to progression and success in 2017 was the National Player Pathway, which is an agreed format for the match elements of football.

Fun Fours, specifically for five and six-year-olds, leads into Super Fives before the players progress to take part in Soccer Sevens.

Every weekend thousands of young players have a great experience learning the game in a small-sided, trophy free environment that is best suited for learning and skill development.

2017 also saw the introduction of nine v nine football for children aged 12, after pilot activity and academically verified research took place.

Nine v nine football aims to bridge the gap between seven and 11-a-side football and the new format will be played on either half of an 11-a-side pitch or on a shortened pitch from penalty box to penalty box.

In 2018 there are aims to roll out the initiative nationally.

Community Football Days were a key programme throughout the year and in 2017, 10 selected Quality Mark Legacy Clubs delivered a carnival of football to their communities.

Giant inflatables provided by McDonald's brought excitement to the young people and their families as the club's showcased



"More than 200 people attended the deaf football festivals and gave young people, who are often the only deaf person at their own school, a chance to enjoy football with others in a similar position."

Above: The Scottish FA Deaf Football Festival at Rugby Park.

their ongoing provision and attracted new membership.

Deaf Football Festivals for both primary and secondary age players with a hearing impairment also proved extremely successful in 2017.

More than 200 people attended these events and gave young people, who are often the only deaf person at their own school, a chance to enjoy football with others in a similar position.

Strong friendships were formed whilst also enjoying fun football activities.

These events were staffed by young volunteers in the VIP programme who received deaf awareness training and help with basic sign language.

Following on from previous events, community football clubs began to signpost local clubs that the participants could attend more regularly.

Looking ahead, 2018 now promises to be an even more exciting year for young people looking to become involved in football.

Below: McDonald's Community Football Day



SCOTTISH FA GRASSROOTS AWARDS 2017

2017 saw the Scottish FA Grassroots Awards Presented by McDonald's and the Sunday Mail run for the 15th consecutive year, again celebrating the unsung heroes of grassroots football across the country.

The annual awards provide an opportunity for grassroots volunteers – the people across the country that make a difference to their local community – to get some well-deserved recognition for their valiant efforts.

The awards are split into regional and national categories and grassroots clubs, coaches and volunteers from any of the six Scottish FA regions can be nominated, with winners presented their awards at local ceremonies, ahead of a glittering national ceremony.

The award nominations were launched in March when McDonald's grassroots football ambassador Kenny Dalglish surprised Stirlingshire-based grassroots football club Stirling City All Stars when he appeared at their ground to volunteer for the day.

The Scotland legend tried his hand in a variety of roles that grassroots volunteers selflessly fulfil, from setting up goals and switching on floodlights to picking-up kit after training and locking the venue. He also took part in a training session and passed on his wealth of knowledge to the teams in attendance.

Stirling City All Stars is home to Stephen Tortolano, winner of the 2016 Scottish FA Football Volunteer of the Year.

Stephen epitomises the values of grassroots football volunteers in Scotland. He has worked tirelessly in coaching, mentoring and supporting disability players who represent Stirling and the Forth Valley in a wealth of competitions throughout the United Kingdom, all after overcoming an accident at work where he suffered serious brain injuries that required intensive physio four times a day for eight months.



Jane Lavery is presented with the People's Choice Award by Kenny Dalglish

Dalglish and Scotland Women's National Team Head Coach Shelley Kerr presented the winners of the 2017 Scottish FA Grassroots Awards at the national awards dinner in September.

The showpiece award on the night is the People's Choice Award. The nominees for 2017 were Jane Lavery of Pollok United Soccer Academy, Kevin O'Neil of Blantyre Soccer Academy and Phil Cope of Carnoustie Panmure, each of whom were worthy candidates.

Jane Lavery runs the under-9s and under-11s girls teams at Pollok United Soccer Academy in addition to assisting with the disability group. She regularly sacrifices her own time to travel considerable distances to facilitate coaching sessions and has created a legacy for future young girls to have a pathway into football.

Kevin O'Neil is the Head of Academy for Blantyre Soccer Academy, with approximately 400 registered players, overseeing all football matters for the full pathway from 2012's to Amateur team and a Disability Section.

Phil Hope is the Chairman of Carnoustie Panmure FC and U17s coach. His many achievements in 2016/17 include combining four separate clubs to create one community club, creating an off-field mental health football programme and successfully campaigning for

2017 SCOTTISH FA GRASSROOTS AWARDS ROLL OF HONOUR

FOOTBALL RESTAURANT OF
THE YEAR: **DUNFERMLINE**

FOOTBALL MUM OF THE YEAR:
SHONA CRAWFORD

BEST VOLUNTEER IN ADULT
FOOTBALL: **JIMMY SMITH**

BEST COMMUNITY FOOTBALL
CLUB: **DRUMCHAPEL UNITED**

BEST VOLUNTEER IN GIRLS'/
WOMEN'S FOOTBALL:
MICHAEL WINDRUM

BEST PROFESSIONAL CLUB IN
THE COMMUNITY: **MONTROSE**

BEST VOLUNTEER IN YOUTH
FOOTBALL: **PHIL PURVES**

BEST COMMUNITY FOOTBALL
FOR ALL PROJECT: **COO PARK**

BEST DISABILITY FOOTBALL
PROJECT: **GLENROTHES
STROLLERS**

PEOPLE'S CHOICE AWARD:
JANE LAVERY

additional facilities under Community Asset Transfer.

Jane's incredible dedication to the flourishing girls' and disabled sections at Pollok United saw her win the public vote and the award, which was presented to her by Kenny Dalglish at the ceremony.

She said: "We have over 90 girls but they're not there to play football, they're there to be part of a community, a team.

"I'm humbled to be here. My brothers have played football all their lives, my dad played, my sons play, my husband plays.

"But I'm the first in my family who's had their picture taken with Kenny Dalglish. They'll all have something to say about that.

COACH EDUCATION

The Scottish FA's Coach Education programme experienced increased growth in 2017, in all aspects of the department.

There was an increase in attendance numbers for both males and females on a wide spectrum of courses with around 1,000 more people completing grassroots courses, compared to 2016.

There was a concerted effort in 2017 to increase the offering of coach education courses, seminars, workshops, and events in order to entice more people to continue to improve the coaches working within Scotland.

One of the main focuses of 2017 was to ensure accessibility of more bespoke courses for specific user groups that would have suited specific stakeholders.



Leanne Crichton, Leanne Ross, Rachel Corsie, Joelle Murray and Gemma Fay



Scotland Women's National Team Captain, Rachel Corsie

Q&A WITH SCOTTISH FA'S HEAD OF COACH EDUCATION AND DEVELOPMENT GREIG PATERSON

WHAT GROWTH HAS BEEN MADE IN 2017?

There was a 10% increase in Coach Education course attendances, including the introduction of female only licenced courses.

Current internationalists Leanne Crichton, Joelle Murray, Christie Murray and Rachel Corsie were joined by the recently retired Gemma Fay and Leanne Ross who completed their UEFA B Licence at Oriam.

Throughout the year, the players focused on the design and delivery of coaching sessions,

how to coach their team during matches as well as video analysis, physical preparation and many other factors relating to individual and team performance.

The bespoke licence for national team players continued the impressive coach education work done in the women's game throughout the country with Scotland being one of seven European nations to have three full-time female coaches in charge of their national teams.

17 females also completed the Scottish FA C Licence in

Greig Paterson



2017 and this year more than 1,000 women gained coaching certificates with the figure having risen by more than 400 since 2016.

Throughout the year, the Scottish FA also extended our network of coaches, engaged with our programmes through social media.

We are active on Facebook with a group which has grown to more than 3,500, allowing us to spread our message to people interested in participating in our courses.

WHAT TARGETS DO YOU HAVE FOR 2018?

In 2018 we are aiming to launch our Coach Education Framework to give everyone a more strategic direction and overview of the Scottish FA Coach Education offering.

We are also looking to further develop the coach education brand within the Scottish FA to increase awareness of our courses through more press coverage and consistent contact with prospective course attendees.

TELL US ABOUT THE WORK DONE WITHIN COACH EDUCATION IN CONJUNCTION WITH THE PERFORMANCE DEPARTMENT?

In 2017, discussions began to link the coach education and performance departments to provide a pathway for graduates from a variety of courses.

This pathway aids the transition of coaches from attending courses to working at their clubs in their variety of roles, giving them a consistent point of contact with the Scottish FA.

WHAT WAS A KEY SUCCESS IN 2017?

The B Licence for Pro Players is a course that is delivered during the international breaks to allow domestic professional players the opportunity to attend a UEFA licenced course at suitable times for their playing schedules.

In 2017, we had 27 attendees which is more than we've ever attracted previously and the early signs are that most of them want to continue on the Coach Education pathway.

Five of Hibernian's 2016 William Hill Scottish Cup winners completed this course; Lewis Stevenson, Darren McGregor, Liam Fontaine, Paul Hanlon and David Gray.

Another six from the course will attend the UEFA Elite Youth Licence in early 2018 with Kenny Arthur and Alan Combe also continuing with the UEFA Goalkeeping Licence.

During the last year, we also had Scotland internationalists Charlie Adam and Don Cowie beginning their A Licence as well as Charlie Mulgrew starting his B Licence.



Charlie Mulgrew

DEVELOPING COMMUNITY CLUBS



An exciting new project is helping to develop three Scottish clubs, transforming them from football clubs into central hubs of the local community, able to make an impact both on and off the pitch.

After receiving £196,000 in funding from the Big Lottery Fund in 2016, the Scottish FA invited proposals from community clubs with aspirations of boosting their positive impact on the local community.

Three clubs – Annan Athletic FC, Bonnyrigg Rose Community FC and Jeanfield Swifts FC – were identified for the Developing Community Football Clubs pilot project. Work is now well underway to develop them into broader community assets, able to deliver extensive benefits to the people of their community that extend beyond the boundaries of football.

The clubs have all either started or completed a comprehensive internal review process resulting in changing operating and governance structures to act as social enterprises. They have also either started or completed a comprehensive community consultation process to ensure that they are delivering programmes with and for the community, helping to change mind-sets of all their members to create a mindset of 'through this football club we can...'

BONNYRIGG ROSE

Bonnyrigg Rose has over 500 players and 100 coaches involved in its various gender and age group teams. Through the project they have been turned into a business to the benefit of the local community as a whole.

Club Secretary Jim Wilson: "We took over a sports pavilion which is surrounded by two grass pitches and one 3G pitch. We have applied to the local authority to take the whole lot on through a community asset transfer.

"We had a business mentor appointed, James King, and we took on a part-time club development officer, Trish Sime, funded by the players through a £1 per month levy. We now have five employees at the club, one in administration, two caretakers at night to look after the facility and a young school leaver to maintain our social media outlets and website.

"We produced a football sticker book, like Panini, and we sold over 60,000 stickers. We made £4,000.

"Trish has the wherewithal to employ professional help for any kids who may have mental health issues and also for any who may need help with their monthly subs.

"We let a room out to a nursery and run a café from the kitchen area. There is affordable nursery care. The help we have had has been fantastic for community engagement."

ANNAN ATHLETIC

Annan Athletic are restructuring while looking to take over their stadium and surrounding areas from the council through the Community Asset Transfer scheme.

They aim to take control of the club's future in an uncertain senior football landscape while continually widening its reach and local impact.

Club Chairman Philip Jones: "The whole mind-set has changed. The football team is the hub which has generated interest in the community.

"We are doing a lot more in the community. We now have a business plan and funding plan and we are starting to employ young people as well, such as groundsman work and catering. We are looking to engage disengaged youngsters and we are improving all the time.

"We have a clubhouse and an office we are looking to develop. We have a caravan site next door, a scout hall alongside our car park and we are looking to take these through a community asset transfer.

"We have 65 volunteers and the club is used seven days per week. We have a Para-Football team, a women's team, girls' team, kids teams go from five years old to 17. The Rugby club and hockey club use our place and there is also Zumba and bingo.

"We have to be mindful of the football and that is changing too. We are more local and that is a good thing."



"Work is now well underway to develop Annan Athletic FC, Bonnyrigg Rose Community FC and Jeanfield Swifts FC into broader community assets, able to deliver extensive benefits to the people of their community that extend beyond the boundaries of football."

JEANFIELD SWIFTS

Jeanfield Swifts are looking to take over and develop their ground, with ambitions to ultimately help to provide social housing in the future, amid other initiatives.

Club Treasurer Alan Esplin volunteered for the Scottish FA's Institute of Learning Management six-day course which also incorporates home study. He believes it has proven invaluable in understanding how to bring plans to life.

He said: "It started off the process of us thinking of what we needed to do with regards getting a business plan and our corporate structure sorted.

"I attended the courses held at some outstanding clubs which revealed different views and approaches.

"We are working to a time table to bring the plan together, which is to redevelop the whole of Jeanfield. We need to get a corporate structure put in place to find out how the funding is accessed.

"The council built a ground for the club in 2005 and it has a long-term lease over that and the pitches beside it. The idea would be to transfer that over to us through a community asset transfer and for us to potentially sell back some of the land for social housing and also maybe put in a small area for social enterprise-type shops."



CLUB DEVELOPMENT



Club development in Scotland thrived under the banner of Clubs for Communities following the introduction of the new Football Development brand in 2017, with the flagship Quality Mark club accreditation scheme continuing to thrive and facility development continuing apace.

QUALITY MARK

The Quality Mark club accreditation programme reached an all-time high by the end of 2017, with 534 clubs achieving the prestigious Quality Mark status, 100 of which were the Legacy or Community status.

The process to refresh the Quality Mark programme began in 2017, with the establishment of a Club Services working group. The development of the programme will pick up in 2018 with a new Quality Mark brand, tying in with the overall Football for Life brand.

The past year has borne witness a number of inspirational tales from Quality Mark clubs, in particular the Legacy clubs, demonstrating why they are so vital to their respective communities.

In early 2018 Drumchapel United, winner of the Best Community Club award at the 2017 Scottish FA Grassroots Awards, continued their dedication to providing Football for All when they committed to the LGBT Sports Charter, aimed at tackling homophobia, increasing LGBT inclusion within

Scottish Sport and removing the barriers that LGBT people can face.

Drumchapel United's commitment to ensuring that football is available to all, regardless of sexual orientation, is the latest in a long list of social initiatives to which the club and its volunteers are dedicated.

The club run a plethora of community programmes, including foodbank collections, Christmas toy collections, care home visits by the youth teams and mental health awareness schemes. On the football side, they facilitate 26 teams spread across 17 age groups, including a thriving girls' section started in 2016.

Meanwhile, Falkirk-based club Coo Park committed to

providing free coaching sessions for children in the Bainsford and Langlees area, the most deprived area in Falkirk and 80th in Scotland according to SIMD figures. They also provide free football camps within school holidays, allowing children to participate whose parents would otherwise not be able to afford the fees.

The year ended with several heart-warming tales of football clubs looking out for those less fortunate in their community during the festive period. Among the clubs to organise initiatives such as food drives, community kitchens and charity sleep-outs were Bo'ness United, Cumbernauld Colts, Dumbarton United, Dundee West FC, Hutchison Vale FC and Troon Thistle YFC.



FACILITY-RELATED RESEARCH

Building upon the existing positive partnership with PFA Scotland following the major Pro Player & 3G survey conducted in 2016, for 2017/18 the Scottish FA embarked upon a season-long app-based study of current professional players in Scotland and their perceptions of the current quality of the playing surfaces in the professional game.

Prior to this research exercise, the players – the people who interact most directly with the playing surfaces – had not been engaged on this subject, with related results therefore not considering their valuable opinions.

All responses are being collated with the results to be used to identify key issues, common challenges, and, most importantly, vital learning and educational points for all professional club teams in a bid to help them improve the stage that Scotland's top players perform on week in, week out.

The innovative nature of this work has caught the attention of both UEFA and FIFA as well as number of other national associations. It is also timely, with a quality standard for natural grass pitches, similar to that for 3G, being considered for implementation by UEFA, initially in its top competitions, where demands for the highest quality of playing surfaces are ever-increasing.



CLUB AND COMMUNITY FACILITIES

Despite increasing challenges in securing public finances to fund sports facilities, the Scottish FA continued to commit to support the development of a number of new 3G pitches and supporting facilities delivered through our larger community clubs directly or in partnership with their respective local authorities.

By early 2018 there were approximately 300 full size 3G pitches across Scotland, representing a near-200% increase since 2011.

Given the current financial climate, there is a need to

consider this as a key factor when developing related strategic plans. Subsequently, greater focus in future will be placed on the realisation of smaller scale facilities, reducing the capital cost burden on partners, yet still providing invaluable training facilities.

Access to these week to week training facilities is often the greatest challenge for clubs and players and this together with ensuring that equality and inclusion agendas are considered, will remain one of the Scottish FA's key focus areas for future work.

PARA-FOOTBALL

The Scottish FA continued to strive to provide Football for All within Scotland throughout the last year, with its dedication to growing Para-Football at the leading edge across Europe.

In 2017, the Scottish FA re-branded its work within disability football under the new umbrella of Para-Football. This change allows for greater emphasis on the diverse work within this area of the game and creates a stronger voice for people living with varying conditions.

September saw the launch of the new Scottish FA Para-Football strategy, "PlayAbility... Our Game is the Same", which will run

through to 2022 and is designed to create greater opportunities for participants of all abilities across the nation to reach their full potential.

The Para-Football strategy replaces the Scottish FA's previous disability strategy and focuses on five pillars: Participating in the Game; Supporting Coaches; Competing on the International Stage; Opportunities to Compete; and Leading the Game. Through these five pillars, the strategy will create a player-focused environment that will allow participants to enjoy Scotland's national game.

UNDER-19S LEARNING DISABILITY SQUAD SUCCESS

The Scotland Under-19s Learning Disability squad continued to enjoy success, winning both the 2017 and 2018 Home Nations Championships – their third consecutive title.

Under the guidance of Head Coach Gary Macdonald, the team have now won four out of the last five Home Nations titles, winning five and drawing one of their six matches across 2017 and 2018.



Para-Football Event Launch

Under-19s Learning Disability Squad



WORLD'S FIRST AFFILIATED NATIONAL ASSOCIATION

In line with some of the ambitious targets set by the strategy, in early 2018 the Scottish FA dedicated itself to a world's first in Para-Football, as it announced it is to create the world's first Affiliated National Association dedicated to Para-Football.

Following an investment of more than £100,000 from the Scottish FA, the Scottish Para-Football Association will empower individual Para-Football organisations to run their game according to their own wishes.

The Scottish Para-Football Association will include different associations governing a variety of types of Para-Football, including Amputee Football, Cerebral Palsy Football, Deaf Football, Frame Football, Learning Disability Football, Mental Health Football, Powerchair Football and Visual Impairment Football.



THE GIRLS' & WOMEN'S GAME

The girls' and women's game is flourishing in Scotland and the Scottish FA are passionate about the continued growth.

Qualifying for UEFA Women's EURO 2017 together with the Women's Under-19, who also reached a UEFA European Championship Finals, proved to be a catalyst for what was a memorable year in the girls and women's game.

With six regional teams of dedicated staff operating throughout Scotland, they have worked incredibly hard to support players, coaches, clubs, referees and volunteers who have proved pivotal to the growth and offer more opportunities and expertise to those who are providing football for females.

In 2017, participation levels have increased, there has been a record high of females attending coach education certificate courses and an introduction of 12 new girls only Schools of Football.

Via key partner, Scottish Women's Football (SWF), the club game is going from strength to strength and it has been a year that will go down in history.

Q&A WITH HEAD OF GIRLS' AND WOMEN'S FOOTBALL DONALD GILLIES

WHAT ARE YOUR KEY ACHIEVEMENTS OF 2017?

2017 has seen Scotland break new records for registered players with 12,289, rising from 10,440 last year.

There is an increase in girls becoming involved with the sport at club level, especially at 12-years-old and under.

A lot of clubs are now recognising the growth opportunities that are available in the girls' and women's game with the success of the women's A squad along with the continued exposure of the new head coach, Shelley Kerr as well as high profile players down south.

This has all acted as a catalyst for girls starting the game even earlier than normal.

6,437 of our registered players are under the age of 13 which constitutes more than half of the number of players registered.

This demonstrates the huge potential for the future of the girls and women's game in Scotland and the hunger that is there for young girls to become involved in the sport.

Another achievement in 2017 is the continued increase of females undertaking coach education courses.

We have a high calibre of female coaches across the spectrum but are also fortunate to have three women leading our under-17s, under-19s and national squads in the shape of Pauline MacDonald, Pauline Hamill and Shelley Kerr.

We had more than 1,000 females in attendance at grassroots certificated courses during the year, constituting a tenth of the overall number, which is a target we're looking to build on, constituting more licence holders.

WHAT PROGRESS HAVE YOU SEEN IN 2017?

In conjunction with SWF, who lead in this area, 2017 saw the pilot of the country's first Youth National Performance League at under-15s and under-19s level, involving 15 clubs.

This vastly important initiative is the first opportunity talented players have had to progress into a performance pathway with their clubs. This will have massive benefits in producing a performance environment to educate the most talented young female players going forward.

We have also experienced an increased level of support from organisations and various commercial partners to support the girls' and women's game in Scotland.

Before UEFA Women's EURO 2017 SSE along with sportscotland, through its National Lottery stream and the Scottish Football Partnership, enabled home-based international players in full-time employment or education to focus solely on their preparations for the tournament. The ground-breaking move



Scotland's Claire Emslie with fans at full time



continued until after the end of Scotland's first ever major championships.

To have our best domestic players on the same playing field as their teammates who are full-time professionals was really important. It offered equal opportunity and stood the team in good stead ahead of July.

HOW HAVE THE SOCCER CENTRES DEVELOPED THE WOMEN'S GAME AT A GRASSROOTS LEVEL?

Launched in April 2017 across the six Scottish FA regions, the Soccer Centres are run in partnership with local authorities, leisure trusts, schools and community clubs to deliver weekly active sessions for girls and help to create a gateway for them to the club game.

By the end of 2017 there were 39 Soccer Centres across Scotland, with some 650 girls participating.

A member of the Scotland Women's National Team (SWNT) was appointed as an ambassador for the Soccer Centres within their home region, providing a visible female role model for the participating girls.

We have seen a tremendous uptake from young girls, no doubt sparked by the success of

our women's national team and through the excellent work of our local partners.

WHAT ARE YOUR HOPES FOR 2018?

First and foremost we hope the national team qualify for their first FIFA World Cup in France 2019. This would then provide further opportunities to drive more investment into the women's game and increase participation levels.

We want to continue to progress our Soccer Centre initiative and hope to have more than 1,000

Jane Ross visits one of her Soccer Centres, in Port Glasgow.

participants across 50 Soccer Centres by the end of 2018 as well as a title sponsor.

There will be a refreshed girls and women's football strategy that will be launched in partnership with SWF.

It will provide a clear direction of what the whole of the girls and women's game will be looking to achieve for the next five years.

That will continue to increase participation, develop infrastructure and improve the investment and exposure of the game in Scotland.

Joelle Murray of Hibernian (L), First Minister Scotland Nicola Sturgeon (centre) and Leanne Ross of Glasgow City.







IMPROVING FOOTBALL'S FINANCES

FINANCIAL REPORT

The Scottish FA rounded off 2017 with an eight-figure payout to members, with £10.4 million distributed to member clubs across the nation.

The payments support the growth of the game at all levels and are intended to reward member clubs for their dedication to core components of the Scottish FA's strategy, including:

- Development of home-grown elite players for club first teams and Scotland national teams;
- Good governance;
- Improvement of standards through club licensing;
- Contributing to the achievement of "Strong Quality Growth" outlined within the Scottish FA's strategic plan, Scotland United: A 2020 Vision.

More than £5.9m of revenue from the William Hill Scottish Cup has been distributed to participating clubs, derived from broadcasting, sponsorship and proceeds from the semi-finals and final.

Member clubs participating in the Club Academy Scotland, the Scottish FA's youth performance programme, received more than £2m in investment. This figure included payment for members who achieved targets in Measurable Performance Outcomes, which focus on the development of talented young Scottish players while providing a pathway to first-team football.



Meanwhile, Club Licensing saw some £1.7 million invested in clubs, while Affiliated National Associations (ANAs) received nearly £300,000 in annual performance awards from the Non-Professional Game Board.

In addition, the Scottish Football Partnership (SFP), an independent organisation that aids Scottish football in grant funding projects, has been awarded a financial contribution for facility improvements. Member clubs will now be able to apply directly to the SFP for capital projects, which will assist in developing infrastructure and other related facility improvements.

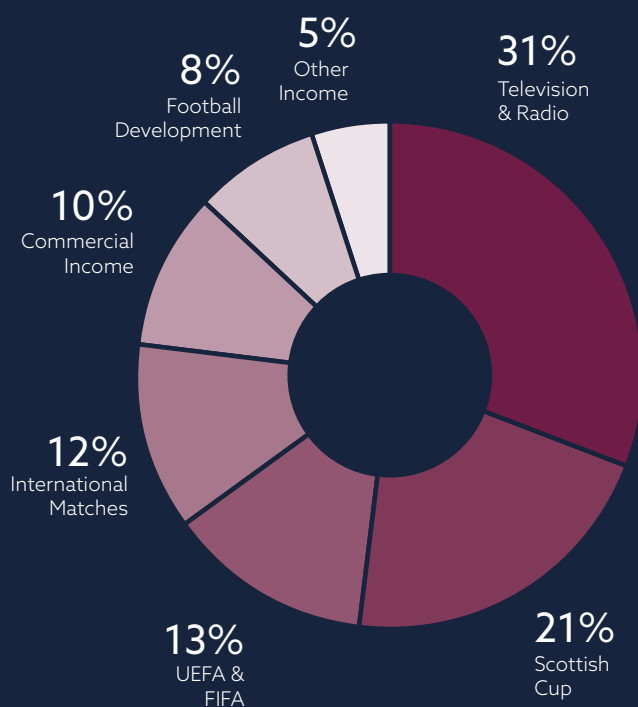
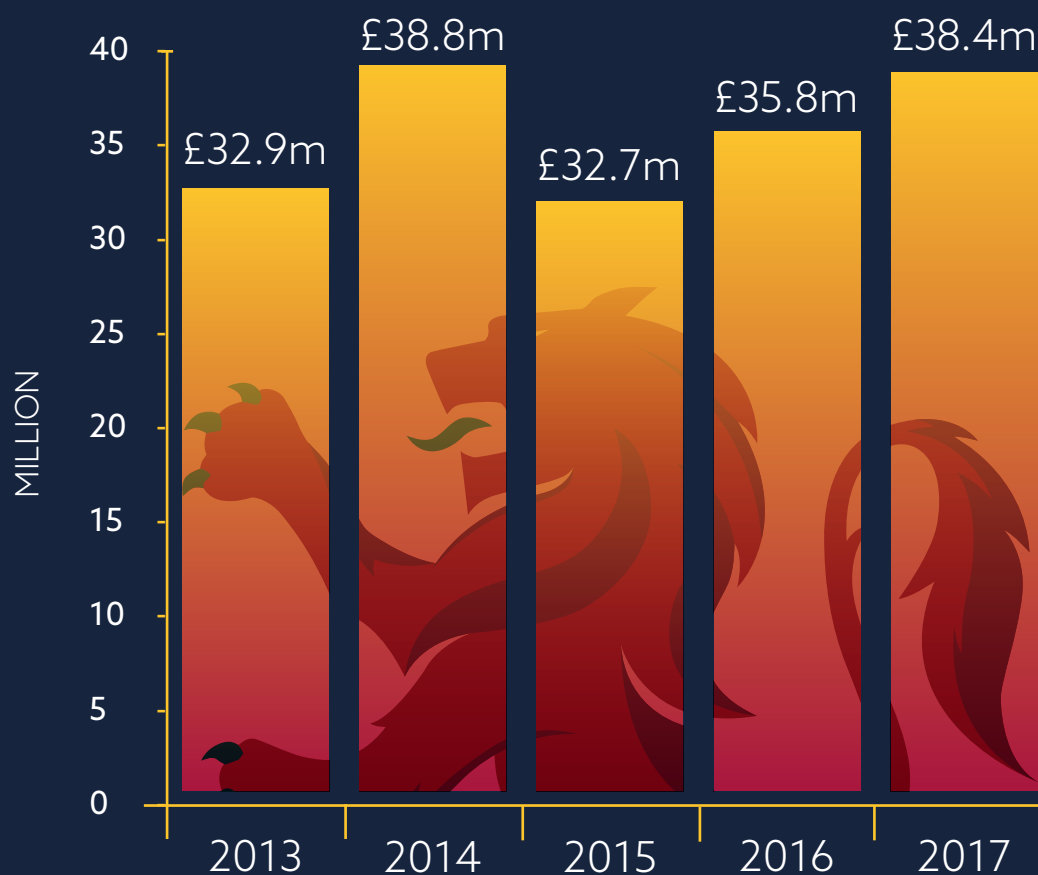
These payments have been made possible with the Group Turnover increasing by 7.5% from 2016 to £38.4 million, the second highest on record. This was mainly due to the increased

number of home qualifying campaign matches, including the match against England at Hampden in June.

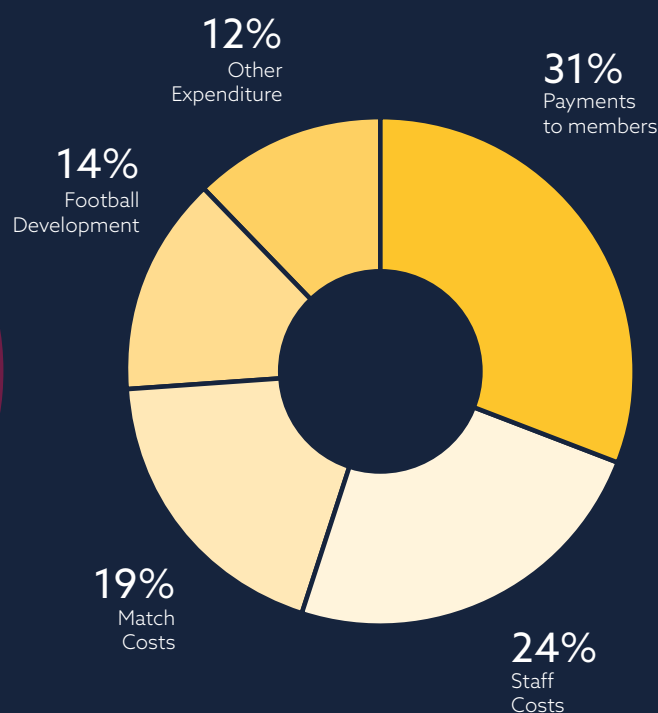
The failure to qualify for the FIFA World Cup 2018, did however represent a missed opportunity for Scottish football at all levels. The Scottish FA continues to invest in its Performance Strategy in order to improve the quality of players in all our development squads and enhance the prospects of Scotland being represented at a major international competition.

With Andrew Charters, Director of Finance & IT, and Chris Rawlings, Commercial Director, recently joining the Scottish FA, focus is on controlling operational costs and securing the renewal, or replacement, of long term sponsorship and broadcasting contracts across the Group's main assets.

FIVE YEAR GROUP TURNOVER



ANALYSIS OF TURNOVER



ANALYSIS OF EXPENDITURE

COMMERCIAL REPORT

Driven by a strong fixture schedule for the year, the Scottish FA secured its second highest turnover of all time. Broadcasting, matchday, sponsorship, retail and licensing continue to be the core revenue streams for the organisation.

BROADCASTING

UEFA's centralisation model to package the broadcasting rights for our qualification matches enabled us to benefit from healthy investment and strong partnerships.

Sky Sports remained as the host broadcaster for our home international matches at Hampden Park. Their coverage reached a peak for the match against England in June which was watched by an audience of over 10 million viewers. The Royal Television Society recognised the quality of the production with Sky Sports picking up an award in the Best Live Sport category.

IMG also remain as an important commercial partner, helping us to market our TV rights for the William Hill Scottish Cup and our other national teams. Sky Sports and BBC Scotland share the rights for our flagship domestic cup competition and were there to ensure that those at home could witness history unfold as Celtic's Invincibles captured the treble at Hampden Park against Aberdeen in the final.

MATCHDAY REVENUE

Alongside the rights fees from our broadcasting partners, strong attendances in the William Hill Scottish Cup semi-finals and final secured more than £5.9 million of revenue which was distributed back to the clubs involved throughout the competition. 450,422 attended William Hill Scottish Cup matches throughout the season.

Thousands flocked to watch Gordon Strachan's team throughout their unbeaten run in 2017. We thank each and every individual for their ongoing support of the national side. While club rivalries can often divide us, the support of the national team is one thing that can truly unite the nation.

As we move towards UEFA EURO 2020, we continue to invest in the improvement of our ticketing service. We have been working with AudienceView to create a new ticketing sales platform which launched early in 2018. Our aim is to improve the purchasing process and the way in which we interact with the fanbase.

SPONSORSHIP

Sponsors across the industry are also keen to find new ways to engage with the fans and that rings true for our own commercial partners.

Vauxhall, as main sponsors for the national team, have focused their efforts on making the experience for the fans even better. They have been proud



partners of all the Home Nations, delivering brilliant digital content, featuring our international players, to the supporters.

William Hill utilise the sponsorship of the Scottish Cup to integrate former players and ambassadors into the promotion of the competition, bringing views, opinions and their own cup memories to the fans via the media. Their innovative 'fan cam' was used at the final in May 2017 offering everyone at the stadium that day a unique digital souvenir from the day.

Tennent's Lager, our official beer supplier and Scotland's favourite pint, never fail to please, whether it is delivering an ice cold beer to our hospitality guests or through their quirky social media campaigns. Scotland legend and national team coach, James McFadden, gratefully received a Golden Can from them in September to celebrate the ten year anniversary of his historic winning goal against France in Paris in 2007.

Thousands of kids, adults, coaches, referees and school teachers benefit from the work and investment from our sponsors who are involved in a range of programmes. McDonalds, Mars, Tesco Bank, Lidl, SSE and Specsavers help us to nourish the grassroots, supporting growth of the game across the nation.

Last year, we were also delighted to welcome Pitchero, as our official Grassroots Partner, to our family of sponsors. The partnership will also allow Pitchero the opportunity to offer its innovative digital technology to over 2,000 grassroots football clubs in Scotland.

In November, in conjunction with adidas and JD Sports, we launched our new home kit. The new home jersey is a modern take on a classic adidas print used in the 1990s incorporated into a dark blue base. A white ribbed v-neck collar with blue tipping harks back to the kit design from Scotland's most successful period on the pitch, with a woven thistle embedded into the bottom of the shirt to complete the homage. It has been very well received by both the players and the fans.



RETAIL & LICENSING

To help drive matchday sales, retail kiosks have also been opened in the North and South concourse at the national stadium while promotional initiatives such as our flag giveaway and free museum tours aim to add value.

In 2017, a number of new licensees were also secured. We launched an official Scotland National Team tartan with Gordon Nicolson kilt makers following a Scotland Supporters Club member vote. And with our qualification for the UEFA Women's EURO 2017, Panini, our sticker licensee published an album featuring our squad – another first for Scotland.

Other new license categories included: personalised football gifts, Ultra Sports; Be the Star posters, Bawbag underwear; and Forever Collectables. Renewals were also secured with the Diamond Studio, Walker Slater and Creative Distributions to ensure that we build a broad range to meet the needs of the supporters.



MARKETING & COMMUNICATIONS

Introduction

Last year, the Scottish FA's marketing and communications activities were restructured, bringing the Digital, Marketing and Insight teams together with the staff from the Print Room and the Press Office. The aim of these changes was to ensure that our promotional messages were aligned.

This built on the developments made in the previous year where much greater focus was given to the development of robust marketing plans shaped by supporter research and driven by improved digital technology.

Greig Mailer was recruited in July 2017 from Hibernian, following the departure of Darryl Broadfoot as Head of Corporate Affairs & Communications and took on responsibility for the broader department towards the end of the year

Mark Snell and Megan McBurnie both departed the team to join clubs in the Premier League south of the border, and were replaced by Kenny Millar and Chloe Davidson.



Girls' & Women's

Our activity to promote the girls' and women's game centred on the achievement of the SWNT's qualification for the UEFA Women's EURO in the Netherlands which culminated in two million people watching Scotland play England in the opening match on Channel 4.

This gave us a huge opportunity to leverage that success, and address the image of the women's game by building its profile and driving increased participation. While there is still scope for growth, we witnessed a step change in media interest in the women's game as a result of the on-field success.

Men's National Team

'This Time' was the rallying call, and while the efforts on the field fell short, the marketing campaign helped to drive attendances to meet and exceed the budgeted targets and build excitement around the matches.

Investment into enhancing the matchday experience focused on the development of fan zones and improved pre-match and half time activities. Research indicating that 70% agreed that the pre match fan events added to their Hampden experience.



'Our Girls Our Game' became the lead campaign and was quickly embraced by the girls' and women's football community across the country. Toolkits and marketing collateral were developed to empower the regional teams to promote their activities.

The new Soccer Centres which were developed to provide recreational 'first touch' opportunities were developed in line with this campaign. Several international players such as Joelle Murray and Jo Love got on board as ambassadors and role models to help drive interest.

William Hill Scottish Cup

It is the oldest competition in Scottish association football, and the oldest trophy in the world that teams can still compete for. The tournament is steeped in history, and has created countless unforgettable moments throughout the years; the kind of moments that fans keep hold of and recount to friends and family at every opportunity.

The cup's heritage and prestige is something we want to take back ownership of; something we can make a virtue of. From now on, we want people in the Scottish football community to know this cup as **THE ORIGINAL**.

The campaign strapline, 'Original Moments, Unforgettable Memories', allows us to both hark back and look forward to those original moments that can only be created by the Scottish Cup, as well as the unforgettable memories that those moments create for fans of every club.

The new campaign was promoted from the start of the



2017-2018 competition and also included a revamped draw format, featured matches where a 'mini cup final' experience was brought to selected games in the earlier rounds and significantly enhanced digital content such as the entertaining 'keep it off the deck' clips and dedicated highlights shows.

The famous silverware also hit the road via our travelling trophy tour exhibition which reached thousands of fans across the country.

Ayr United visit the Scottish Cup Tour at Ayr Academy.

Public Affairs

Our game plays an integral role in Scottish society and with that, we continue to work with both the Scottish Government and Scottish Parliament to discuss matters of governance, the growth of our game and consider ways in which we can align our activities to help support the Scottish Government's national outcomes.

Our engagement included appearances at the Health & Sport, Justice and Public Petitions Committees where we discussed important issues such as child wellbeing, player registrations and the Offensive Behaviour at Football and Threatening Communications (Scotland) Act. We are also actively involved in the newly established Cross Party Working Group on the Future of Football.

Internally, a Public Affairs Working Group has been set up to help co-ordinate all of our related activities with the group meeting regularly.

Football Development

A new brand framework for Scotland's grassroots football was designed to showcase the benefits that come with playing the game.

The new brand, which was launched during UEFA Grassroots Week, supports the recently-launched One National Plan, a four-year strategy for non-professional football in Scotland, which sets out a vision of providing Football for Life.

The brand framework matches the strategy's three key outcomes – Football for All; Skills for Life; and Clubs for Communities and was rolled out through the regions via an online toolkit and regular workshops.

Performance

Activity in this area was split across two main objectives. First, to promote the national youth team players and matches for those at the games and importantly online. The live streaming provided to be very popular. Youth team content was also created to help our audience get to know the players coming through the system.

Secondly, our communications and PR activity helped to bring to life the different strands of the Performance Strategy through printed collateral and media interviews.

Ground work was also laid during the year through a detailed segmentation study which aimed to define the different types of audiences and what type of content appeals to them to help shape the marketing activities in 2018.



DIGITAL ENGAGEMENT



New Website

Led by the IT and Digital teams, the new Scottish FA website was redesigned and relaunched for December 2018 on time and under budget.

The site, now mobile responsive, was built with the long term aim of being the undisputed home of Scottish football.

Initial traffic reports show healthy growth, with page views growing from 2.1m to 2.5m in Q1 in 2018 with average viewing time also significantly increasing.

Training and content guidelines have been created and circulated to staff to help encourage greater digital engagement across the organisation.



Email Marketing

More and more focus has been placed on our email marketing activity. Backed by UEFA and their digital consultants, Winners, a review of our email database and working practices has been undertaken with recommendations being rolled out in the Scotland Supporters Club launch in 2018.

Their support has also helped the Scottish FA get ready for the roll out of the GDPR legislation.



Social Media & Content

Digital content has brought our supporters closer to our national teams and players and has helped us generate interest in our competitions and matches. Examples included the Leigh Griffiths double vision video gaining 400,000 views on Facebook and the surprise and delight feature with John McGinn for the Reilly family generated over 200,000 views across our platforms.

SOCIAL MEDIA FOLLOWERS

	2015	2016	2017	Growth from 2016
Facebook National Team	425,805	463,671	472,603	(+8,957)
Facebook Scottish Cup	43,991	56,997	63,863	(+6,866)
Twitter Scottish FA	135,305	186,545	238,881	(+52,336)
Twitter Scottish Cup	-	-	8,538*	
YouTube Scotland National Team	10,154	12,903	18,938	(+6,035)
YouTube Scottish Cup	5,401	7,282	10,441	(+3,159)
Instagram National Team	-	70,348	92,396	(+22,048)
Instagram Scottish Cup	-	1,500	4,094	(+2,594)

*New for 2017 (launched in Scottish Cup Final week)

TOTAL SOCIAL REACH:

909,754

excluding Snapchat and Scottish FA YouTube

INSIGHT

We think it is essential to listen to the views of everyone involved in Scottish football and to use the information to influence what we do.

2017 saw the development of the work that we do in research and insight across our stakeholders. Our aim was, and is, to listen to everyone involved with Scottish football: fans, players, parents, clubs, members, coaches, referees and volunteers.

We covered the issues that matter to people who care about Scottish football. This included:

- Fan experience
- The grassroots game
- Opinions on how to grow the sport
- Girls' and women's football
- Value for money
- The governance of the game
- Football's contribution to supporting Scottish society
- Opinions on the big issues facing the Scottish game

We use this insight to drive action in a whole range of areas; from the new Scotland Supporters Club membership scheme, to the Scottish Cup clubs financial distribution, to the price and size of a match programme.



KEY PROJECTS

PUBLIC OPINION SURVEY

A representative survey of Scottish public opinion on football in Scotland, from the grassroots to the elite level, with results benchmarked against the UEFA nations. The results helped us measure progress against our key objectives which track the views of the fans and the general public.

FAN FOCUS GROUPS

Fan focus groups across Scotland, from Dumfries to Inverness, to listen to fans' views on their experiences. This led to new thinking on things like value for money, including lower prices for the recent Costa Rica game.

THE NATIONAL STADIUM

A representative survey of Scottish public opinion on the national stadium options. The results helped us understand fans' and the general public's views on the national stadium options.

REDEFINING THE SCOTLAND SUPPORTERS CLUB

Surveys and focus groups on Scotland Supporters Club membership, with current, lapsed and non-members, on what they thought of the existing scheme and ideas for alternatives. This led to the creation of the new 2018/19 membership package.

SUPPORTER SURVEYS

Online surveys with ticket buyers after each Scotland home match, to listen to their views. The feedback was used to develop our match plans with a particular focus on improving the entire supporter experience.

SCOTTISH CUP CONSULTATION

We consulted our members on changes under consideration for the Scottish Cup competition. Members were emailed a survey which focused on the financial distribution model, replays and ground rules. The feedback led to the development of a range of recommendations which were approved ahead of the 2017-18 season.



SCOTLAND SUPPORTERS CLUB

In 2017, the Scotland Supporters Club continued to be the largest paid for membership in European international football with more than 30,000 fans supporting the national team.

The loyal members were rewarded with more benefits than ever before, with exclusive experiences being organised for supporters of all ages.

Fans were invited to three open training sessions, connecting the players and supporters, giving them the chance to meet their idols and wish them well ahead of crucial qualifying matches.

The matchday experience at home matches was also improved through pre-match parties before the Slovenia, Malta and Slovakia FIFA World Cup Qualifiers.

The events were held at Hampden Park, hosted by Peter Martin and Alan Rough featuring Scotland legends such as Tom Boyd.

Fans were also able to enjoy a pre-match drink, listen to some of their favourite Scotland songs, play table football and get their picture taken with their favourite Scotland player courtesy of a special photo booth.

A main focus of the year was to improve the existing membership offer to reward loyalty and ensure the package represents more value for money.

An extensive research process took place in 2017 where six focus groups met in Glasgow, Edinburgh and Aberdeen involving a wide range of Scotland supporters including non-members and members with points ranging from 0 to 10.

All fans in attendance had the opportunity to give their view on the current membership and how they'd like to see it improved.

Following that research, a large survey with 4,000 fans (3,400 members) was conducted where the Scottish FA tested the ideas the focus groups created, ensuring that changes were made that the fans wanted.

At the tail end of 2017 there was a plan put in place for changes going forward which were to reduce membership prices for all age ranges; kids, seniors and adults.

Kids memberships are now just £5 for a renewing member and all members now receive £5 off individual match tickets.

Two different season ticket packages will be made available with one for the upcoming UEFA Nations League and a separate one for the UEFA EURO 2020 Qualifiers.

There is also set to be a new points system put in place, rewarding fans for attending home matches as well as away games and existing members renewing their membership.

Scottish FA Marketing Manager Mike Paterson said: "The Scotland Supporters Club Members are extremely valued by the organisation and we are passionate about ensuring they get the most out of their membership.

"We listened to all the feedback and have made some changes – changes that we believe will ensure that the fans' needs are the focal point, giving our members the best possible experience we can provide, especially on match days."

"We listened to all the feedback and have made some changes – changes that we believe will ensure that the fans' needs are the focal point, giving our members the best possible experience we can provide, especially on match days."

In 2017, Scotland supporters continued their loyal support for their country's team, both at home and abroad.

In Glasgow, a sell-out crowd watched one of the most memorable games at Hampden Park in years when a sensational Leigh Griffiths double secured a 2-2 draw against England.

Supporters in Edinburgh and Aberdeen were also treated to a match on their doorstep with matches arranged against Canada at Easter Road and the Netherlands at Pittodrie Stadium.

Scotland played two matches away from home against Lithuania and Slovenia with more than 4,000 fans traveling to support the team, demonstrating their loyalty to backing their country.







LEADING THE GAME

LEADING THE GAME

OUR VALUES

With external criticism and scrutiny part of the job of any governing body, it's important for the Scottish FA to be steadfast.

With that in mind, the HR department set about redefining the values that the Scottish FA and staff are expected to live by.

Annika Crisp, the Scottish FA's Head of HR, explained the thinking behind the move.

"We've done a lot of work to change the values, to make them simpler and more in line with our purpose as an organisation. We wanted to make it more direct and relevant to where we are.

"We focus on the goal. It's about having a direction of travel, to be ambitious and want to win in whatever we do.

"We share and connect. It's about us working together. It's about recognising our success and making it fun, recognising that our strength is in working together – not just within different departments but throughout the football family and key stakeholders.

"We respect each other. It's about valuing who we are and what we do. We have to value our differences and celebrate equality and diversity. Each one of us brings something new and different to the organisation.

"We lead with purpose. That's about being professional and standing by the concept of fair play. It's also about giving empowerment and autonomy to people to do their jobs to the best of their ability."

Lauchlan Connelly signs Flower of Scotland next to a lone piper at Hampden



ANTI-DOPING AND THE INTEGRITY OF THE GAME

Peter McLaughlin, the Scottish FA's Security and Integrity Officer, has been hard at work on a range of issues over the past year, with a particular focus on ensuring Scotland's up and coming young players develop good habits that won't lead to them becoming embroiled in anything that would land on his desk – whether it relates to the likes of anti-doping or match-fixing accusations.

He said: "In terms of the educational delivery of Integrity or Anti-Doping, what I've done differently this year is to focus on academies.

"I've been to the likes of St Johnstone, Rangers, Celtic, Aberdeen and so on with presentations on both areas.

"In terms of Anti-Doping, the chances of players that age being tested are remote but it's about getting them into the right mind-set.

"For example, if they're taking medication, they have to check what's in it to ensure there are no banned substances. They have to be alert to that and be responsible for what they put in their body.

"It's the same with Integrity, around betting and so on.

"A young kid breaking into a team can be a target for someone looking to take advantage or lead them into a situation where they could be pressured into trying to influence a match.

"I wanted to lay out a few of the things to look out for and I was delighted with how receptive they were.

"We will be doing the same with the Performance Schools."



WILLIAM HILL SCOTTISH CUP RULES

Prior to the start of the 2017-18 season, a list of changes were made to the Scottish Cup Rules:

Players must be 16 years of age, which brings the Scottish Cup Rules in line with those of the SPFL.

Team lines must be submitted 75 minutes prior to kick-off which, again, is in line with the SPFL.

The winners of the South & East Cup Winners Shield

are permitted to enter the Competition, providing clubs from the East of Scotland and South of Scotland leagues with another avenue for entry into the Competition.

To permit the use of a fourth substitute in matches where extra time is played - approved on a temporary basis by the Board in August 2016, and formally ratified by the clubs at the 2017 AGM for permanent inclusion thereafter.



IT DEPARTMENT ASSISTS SCOTTISH YOUTH FA AND SCOTTISH WOMEN'S FOOTBALL

Throughout 2017, the Scottish FA's IT Department worked closely with the Scottish Youth FA and Scottish Women's Football to develop a system to manage the recording of disclosure checks for those people working with children in Scottish football.

A system was developed and rolled out in 2017 which provides all footballing organisations with the ability to manage disclosure checks and provides a complete history of coach participation across the whole game. An online Child Wellbeing module was also provided for coaches.



REFEREE OPERATIONS

John Fleming, the Scottish FA's Head of Referee Operations, is convinced Scottish refereeing is in good health after the success of a five-year review into the grassroots scene.

With grassroots operations accounting for an approximate 90 per cent of the department's workload, no stone was left unturned during a thorough process to establish what was and wasn't working amongst the rank and file officials.

It's helped shape the National Plan – which runs from 2018-2020 – and Fleming was left enthused by the results of the lengthy study.

He said: "We committed to a five-year review of grassroots refereeing and it's great to see the pay-off from that now. We wanted to change the model that the various associations were working with.

"For me, one of the real successes to have come from it was the introduction of a single constitution for the first time since the association came into being.

"Previously all 12 associations had worked from two separate ones but – thanks to the hard work of people like Drew Herbertson and Craig Thomson – a single one was drafted that we feel is really fit for purpose and that's been embraced by everyone.

"The aim of the grassroots review was really to try and deliver uniformity throughout the whole of the refereeing movement in Scotland.

"Everyone will now be doing the same things with regards to training, at the same times and for the same cost.

"We committed to a five-year review of grassroots refereeing and it's great to see the pay-off from that now."



"We've also looked at how many times people were having to meet up and slashed it by 50 per cent.

"There were too many 'business as usual' get-togethers for the sake of it, so we've taken that on board and acted to free up time.

"At the same time we've increased the number of regional training days and practical coaching sessions across all the associations.

"I've been here for nine years and over the last two seasons I really feel that there have been more improvements at grassroots level than ever before.

"That's the fall-out from the five-year review. We looked into what we could do to enhance every aspect of refereeing.

"As an example of that, we now make sure coaching material is relevant to the level our referees are operating at.

"So they'll be shown amateur or junior games – the kind they work at – so that the in-game situations are exactly what they would face."

Going into 2018, the National Plan contained objectives that related to recruitment, development and retention.

Away from grassroots, Scottish officials continue to be well represented at the highest levels of the game.

Lorraine Watson appeared as a Fourth Official at the UEFA Women's EURO 2017.

Craig Thomson stepped down from the International List of Referees at the end of 2017 after 15 years of service but not before he'd been awarded UEFA Champions League and UEFA Europa League group games.

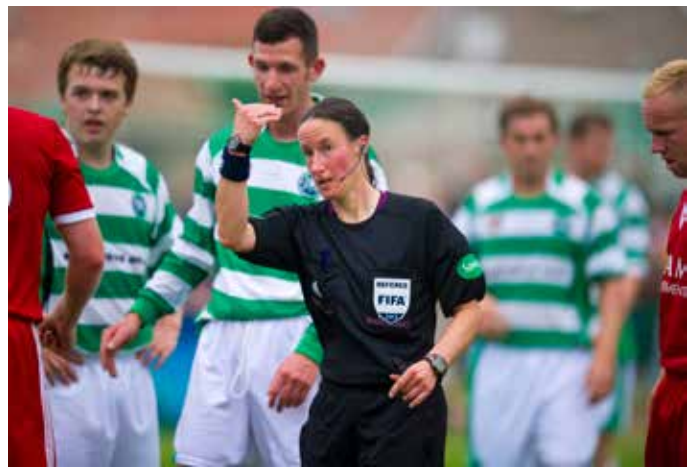
William Collum was also in Champions League action and joined by Andrew Dallas, Bobby Madden and John Beaton in the Europa League.

Morag Pirie retired from the FIFA list after nine years as a FIFA Women's Referee and four years as a Women's Assistant Referee, while Gordon McCabe as appointed as our first ever FIFA Futsal Referee.

Closer to home, looking across the calendar year, Bobby Madden took charge of the 2017 Scottish Cup Final between Celtic and Aberdeen, while the League Cup Final that saw Motherwell and Celtic go toe to toe last November was handled by Craig Thomson.

Above: Celtic's Scott Brown is booked by referee Craig Thomson

Opposite page clockwise: Willie Collum, Morag Pirie, John Beaton, Bobby Madden, Andrew Dallas, Craig Thomson, Lorraine Watson.



COMPLIANCE REVIEW

Season 2017-18 was the seventh season under which the Scottish FA provided disciplinary justice delivered by independent tribunals (the Judicial Panel) and prosecuted exclusively by a solicitor in the form of the Compliance Officer.

The Disciplinary Rule and the rules of procedures that govern disciplinary cases are consolidated within the Judicial Panel Protocol.

The Protocol is available as a free resource on the newly-revamped Scottish FA website and has been allocated a more prominent and easily accessible position therein.

As part of a new media policy, details of all disciplinary cases raised are placed on the website within 48 hours of the matter being served.

Disposals of all cases are uploaded by the Association within a similar timeframe.

As of May 4 2018, 345 matters had been referred to the Compliance Officer in Season 2017-18, a significant rise upon the 293 cases that had been brought to his attention at the same stage in season 2016-17.

It is extremely likely, therefore, that the final figure for the current season will exceed the totals of 354 and 385 finished upon in each of the last two seasons.

What remains consistent is the important role of the Compliance Officer in sifting cases ahead of any formal disciplinary action.

In 135 instances thus far in 2017-18 a Party reported to the Compliance Officer has either been warned or has had no action taken.

Similarly by the conclusion of 2016-17 89 cases had been reported without any further action being taken with 50 cases disposed of by way of warning letters.

As part of an effort to move towards a more streamlined disciplinary system, the number of cases disposed of administratively without the time and expense of a Hearing - by virtue of acceptance of a one-match fixed suspension offer - rose again.

As matters stand in 2017-18 a total of 38 cases have been so disposed. This compares to 23 for the whole of season 2015-16, and 32 for season 2016-17.

Where Fixed Suspensions were not used 57 Notices of Compliant were admitted in season 2016-17, and the same number have been admitted thus far this term.

Twenty five cases required to proceed to proof at a Principal Hearing in season 2017-18 with

20 proved as libelled, and five proved under deletion from the libel. Thus far in Season 2017-18 no cases have been taken by the Compliance Officer and dismissed by the Tribunal.

This represents a modest rise in the figures from 2016-17 where 20 matters proceeded to a proof, 18 of which were established in part or in whole and two which were found not proved.

Player References lodged (Red Card Appeals and Appeals against cautions) have continued to rise. With the season still to complete a total of 32 References have been made thus far.

Of these 20 have been dismissed and 12 upheld.

This represents something of an inversion of the statistics for 2016-17 where by season end 12 references had been dismissed and 21 upheld.

Retrospective action by the Compliance Officer has been limited to just two cases this term thus far, both of which were proved at a Hearing.

The Fast Track system as a whole has been the subject of detailed discussions with external stakeholders throughout the course of the season, through the standing On Field Working Group. The new season will see a redesigned system aimed at improving the ability to determine cases before the next match for the club of the player in question.



DISPOSALS

TOTAL NUMBER OF MATTERS REFERRED TO THE COMPLIANCE OFFICER	NOTICE OF COMPLAINT NOT PROVED	PLAYER REFERENCE UPHELD
345	0	12
354	2	21
NO ACTION OR WARNING LETTER PROVIDED	NOTICE OF COMPLAINT WITHDRAWN	PLAYER REFERENCES REFUSED
135	1	20
139	9	21
NOTICE OF COMPLAINT FIXED SUSPENSION ACCEPTED	COMPLIANCE OFFICER REFERENCE ACCEPTED	PLAYER REFERENCES WITHDRAWN
38	0	2
32	4	8
NOTICE OF COMPLAINT ADMITTED	COMPLIANCE OFFICER REFERENCE PROVED	PLAYER REFERENCE LODGED LATE
57	2	0
57	1	0
NOTICE OF COMPLAINT PROVED	COMPLIANCE OFFICER REFERENCE REFUSED	PLAYER MISCONDUCT REVIEWS
20	0	0
14	1	21
NOTICE OF COMPLAINT PROVED IN PART	COMPLIANCE OFFICER REFERENCE CONSIDERED BUT NOT RAISED	CASES NOT YET DISPOSED OF
5	26	27
4	23	6

KEY

NUMBER OF CASES 2016/17 □

NUMBER OF CASES TO MAY 4 IN 2017/18 SEASON ■



PLAYER REFERENCES 2016/17

Offence	Total Cases 16/17	Upheld 16/17	Dismissed 16/17
Total	33	21	12
Serious Foul Play	11	5	6
Violent Conduct	7	6	1
Denying a Goal-scoring Opportunity	6	4	2
Caution for Simulation	7	4	3
Mistaken Identity	2	2	0

PLAYER REFERENCES 2017/18 TO 4 MAY 2018

Offence	Total Cases 17/18	Upheld 17/18	Dismissed 17/18
Total	32	12	20
Serious Foul Play	7	1	6
Violent Conduct	10	6	4
Denying a Goal-scoring Opportunity	10	2	8
Caution for Simulation	5	3	2
Mistaken Identity	0	0	0

TABLE OF COMPLIANCE OFFICER REFERENCES 2016/17

Offence	Number of Cases	Accepted	Proved	Not Proved
Total	6	4	1	1
Violent Conduct	2	1	0	1
Spitting	1	1	0	0
Simulation	3	2	1	0

TABLE OF COMPLIANCE OFFICER REFERENCES 2017/18

Offence	Number of Cases	Accepted	Proved	Not Proved
Total	2	0	2	0
Violent Conduct	2	1	0	1
Spitting	1	1	0	0
Simulation	3	2	1	0

EQUALITY & DIVERSITY

The Scottish Football Association is committed to ensuring that football in Scotland is open to all and that barriers, real or perceived, are removed, particularly in relation to under-represented groups covered under the Equality Act 2010.

THE SCOTTISH FA EQUALITY VISION

The Scottish FA is fully committed to promoting equal opportunities: fairness, justice, respect for each other, inclusion, addressing inequalities and removing barriers are just some of the principles of equality that influence the Scottish FA's operational and strategic development, delivery and decision making.

We are seriously committed to ensuring that everybody should have the opportunity to participate in football at all levels, and that no individual should be discriminated against regardless of their protected characteristics as identified within the Equality Act 2010.

Everyone within the Scottish FA is expected to deploy and utilise their critical role towards enhancing and advancing equality within the process:

While accountability for equality within the Scottish FA rests with the Chief Executive, every member of staff within the organisation embrace the equality and diversity principles and practices in all relevant processes in all they do to ensure the advancement of a progressive diverse and inclusive culture at all levels.

BROADENING PARTICIPATION IN FOOTBALL

The Scottish FA aspires to be representative of all within Scotland. This commitment has been enhanced through unique collaborative initiatives and programmes, with various equality stakeholders, which reinforced our dedicated aim to equality and to enhancing inclusive football for all under-represented communities.

Examples of this are: our involvement and participation within the National LGBT Sports Co-ordinating Group alongside the Scottish Government, LEAP Sports, Equality Network, Transgender Alliance, LGBT Youth Scotland, Stonewall Scotland, amongst others, whereby we were one of the first National Governing Bodies to sign the LGBT Sports Charter.

THE EQUALITY STANDARD FOR SPORT

The Equality Standard: A Framework for Sport was launched by the UK Sports Councils to address inequality within the sports' sector.

The Scottish FA achieved Foundation Level in 2009, Preliminary Level in 2012, and Intermediate Level in 2014.

At present, the Scottish FA is one of the few governing bodies in Scotland working towards the Advanced Level Equality Standard for Sport.

The standard is a framework to guide sports and community organisations towards achieving equality.

Q&A WITH DIVERSITY & INCLUSION MANAGER – HALA OUSTA

WHAT HAVE BEEN THE KEY ACHIEVEMENTS IN 2017?

It has been a busy year for equalities at the Scottish FA. From the recruitment and development of our Equality & Diversity Advisory Board and Youth Ambassadors, to the appointment of our first female Board Member.

The creation of the first Para-Football National Association and the development of our Mental Health league, to our women's team qualifying for the EUROs and the launching of our girls' and women's regional soccer centres.

The Scottish FA are proud to have supported two of our female FIFA officials by sending them to represent us and take part in the Equal Playing Field initiative whereby they have been able to break world records by officiating at the highest (Mt Kilimanjaro) and lowest altitudes (Dead Sea, Jordan) in the world whilst raising awareness of gender equality.

We have also developed and released our Strategic Equality Objectives that we are working towards to further enhance our diversity and inclusion as an Association, as well as renewing our values to better reflect our ethos.

WHAT ARE YOUR TARGETS FOR 2018?

We're really honoured to have been recognised as best practice amongst member associations at UEFA and FIFA for our work in this area, and want to continue to lead and strive to progress by raising awareness, celebrating diversity and embedding and mainstreaming equality throughout the association and wider game.

We have a few exciting tournaments and opportunities coming up whereby we can ensure that equality, diversity and inclusion are considered as part of the process and working towards achieving our Advanced Level of Equality Standard for Sport.

A SUCCESS STORY EXAMPLE?

At the Scottish FA, we are determined to create 'Football for All' through increasing diversity and ensuring that anyone who wants to be involved in the game at any level has a full range of opportunities to do so.

Every year, we have over 100 primary school children take part in a deaf festival organised by multiple partner stakeholders in our South West region.

In 2017, from this, we were delighted to link up with Lauchlan Connolly who was identified to sign 'Flower of Scotland' on the pitch at Hampden during our qualifiers for the first time in history.

We are really proud of Lauchlan, and the opportunity he gave to include supporters with hearing impairments to celebrate our national anthem and team together.



CHILDREN'S WELLBEING

The aim of the Scottish FA is that football be a fun, inclusive and safe environment for children and young people, with the sport having a positive impact on a child's wellbeing.

The Children's Rights and Wellbeing Team works in a collaborative way across the Scottish FA, wider football family and child wellbeing partners to help this happen for children and young people.

Communicating and influencing change are at the heart of our work to create a positive environment for children and young people to flourish in football.

The last year has been a typically busy one for a hard-working department.

In 2017, the Scottish FA appointed a Child Wellbeing and Protection Co-ordinator and Participation and Engagement Officer to supplement the work of two existing team members.

A Child Wellbeing and Protection Policy Framework was rolled out to all member clubs and affiliated national associations with advice and support provided to individual members throughout the year.

The revamped Scottish FA website now features a children's rights and wellbeing section, with information for children and young people on what it means to be registered with a professional football club.

It's never a one-way conversation and, as an example of this, a consultation was undertaken with Scottish FA JD Performance School pupils, while Coach Action Plans were prepared based on what the young players had told us.



Pollok FC Academy
with their coach
Andy Elliot

In the spirit of communication and forging closer relationships with key stakeholders, 17 network meetings were organised and facilitated with Club and ANA Child Wellbeing and Protection Officers across the year.

Education has also been a real focus for the department, with the launch of the Children's Wellbeing in Scottish Football e-learning, which is free to all those working or volunteering with children and young people in Scottish football.

Children's rights and wellbeing training was also piloted within Performance-level coaching courses, with wellbeing and protection training incorporated into training for a new batch of referees.

Social media workshops were delivered to players, while all member club and ANA-appointed child wellbeing and protection officers received specific training on managing children's wellbeing.

Some 67 Children's Wellbeing in Scottish Football training

sessions were delivered to adults working in a variety of roles with children and young people across Scottish football.

In addition, 10 training sessions took place on Managing Children's Wellbeing for club and ANA child wellbeing and protection officers.

Differing types of support is offered to all adults who came forward to report their experiences of sexual abuse within football and the Independent Review commissioned by the Scottish FA Board in December 2016 continued its work throughout 2017.

Elsewhere, within the Scottish FA, 20 Youth Ambassadors were appointed and integrated across various departments.

The idea is for the Scottish FA to be influenced by the voice of children and young people.

Three Youth Congress meetings were held, along with one training day, and it's a process the Scottish FA are committed to supporting.

HAMPDEN PARK LIMITED

2017 was another successful year for Hampden Park Ltd, with preparations for UEFA EURO 2020 continuing apace and the fan experience benefitting from leading edge improvements to the spectator experience.

Over the course of the year, work continued on improvements to the stadium with Hampden's status as a host city of UEFA EURO 2020 in mind. In May, two new giant 100m² videoboards – the largest in-stadia screens in the country – incorporating the very latest smart audio-visual technology were installed.

The massive LED screen installation in the East and West Stands is part of the first phase of stadium development work – undertaken on time and on budget – as the national stadium undergoes a makeover as a one of 13 host city venues for UEFA EURO 2020.

The state-of-the-art screens are designed to enhance the match day experience for supporters and the Daktronics Outdoor Video Display system is currently operational in only two European stadia: the Santiago Bernabeu, home of reigning European champions Real Madrid, and Twickenham, home of the Rugby Football Union.

Each screen is 5.49 metres high and 19.75 metres wide, covers 108 metres², weighs in at almost six tonnes and is capable of providing live video, social media feed, live scoring technology and animation to maximise supporter, sponsor and partner interaction. The screens made their debut at the 2017 Scottish Cup Final and subsequently improved the spectator experience at events throughout the year.



In addition, 26 new Skyboxes have been constructed across the South Stand and two Skylounges fitted-out in the North Stand to increase the hospitality experience in line with UEFA EURO 2020 Tournament Requirements.

Our catering partner, Sodexo, has played a key role in this revamp of the stadium. These new facilities provide an enhanced contemporary experience for guests, including outdoor seating. A capacity crowd heard the Hampden roar in full voice when Leigh Griffiths scored two late free kicks against England in June during a FIFA World Cup qualification match. The atmosphere drew praise from the likes of Gary Neville, Alex Oxlade-Chamberlain and Harry Kane, the latter commenting that the stadium was one of the best he had ever played in.

"A capacity crowd heard the Hampden roar in full voice when Leigh Griffiths scored two late free kicks against England in June during a FIFA World Cup qualification match."

The teams line-up at Hampden Park ahead of Scotland's game against England

Meanwhile, Hampden Park continues to be recognised as a world-class venue for hosting concerts from some of the world's biggest music acts. In 2017 another capacity crowd bore witness to what has been widely reported as being the last ever concert by the Stone Roses, while in 2018 some 200,000 guests are expected to attend concerts at Hampden to see Ed Sheeran, JAY-Z and Beyoncé perform.

UEFA EURO 2020

Hampden Park will play host to three Group Stage matches and a Round of 16 game for the championships, which will be held in 12 different cities across Europe.

2017 marked a period of positive growth and progress for the UEFA EURO 2020 project, as plans developed for the delivery of a logistically unique and complex tournament.

Importantly, the completion of the first phase of planned development works at Hampden Park has been complemented by a positive assessment of the stadium infrastructure undertaken by the UEFA Venue Operations Unit during March this year.

The project management team also doubled from one to two members of staff in recognition of the growing expansion of the project's remit and responsibilities. Catherine Maher joined the EURO 2020 team in September bringing with her extensive experience within UEFA, and international football.

In October, UEFA President Aleksander Čeferin visited Hampden Park to see for himself the progress being made.

Čeferin was joined on the day by Scottish FA President Alan McRae, former Chief Executive Stewart Regan, Scottish Government Minister for Public Health and Sport Aileen Campbell and Deputy Leader of Glasgow City Council David McDonald, along with the Scottish FA Board and the UEFA EURO 2020 Local Organising Committee (LOC).

The UEFA President toured Hampden Park to learn more about the history of the stadium and Scottish football.

Scottish FA President Alan McRae said: "Glasgow and Hampden Park will be an



"Glasgow is a fantastic footballing city steeped in tradition and Hampden Park will provide the perfect setting for four matches."

ALEKSANDR ČEFERIN, UEFA PRESIDENT

UEFA President Aleksander Čeferin visits Hampden Park

important part of the UEFA European Championship finals, celebrating 60 years of one of the most exciting and unpredictable tournaments in world football and preparations are already under way.

"The new giant screens have helped the stadium to become more interactive with spectators and the newly renovated skyboxes have helped improve our ever impressive hospitality services on a game day.

"These new facilities have been pivotal in the stadium recently winning two prestigious hospitality awards."

UEFA President Aleksander Čeferin said: "UEFA EURO 2020 will be an exceptional tournament with 13 countries all contributing to hosting the competition.

"Glasgow is a fantastic footballing city steeped in tradition and Hampden Park will provide the perfect setting for four matches."

SCOTTISH FOOTBALL MUSEUM

The Scottish Football Museum has enjoyed a busy year filled with exciting new exhibitions, informative seminars and community engagement programmes.

The first exhibition of 2017 was a unique project called "The Game We Used To Play", based on the memories of people participating in the national Football Memories project. 14 individual memories were recorded and uploaded onto tablets within the exhibition space covering a variety of football stories, with individual object-based displays created to complement each memory. The project has subsequently been used by Museums Galleries Scotland as a best practise case study.

Queen's Park 150th Anniversary

A special exhibition was created in June 2017 to celebrate the 150th anniversary of Queen's Park FC, Scotland's oldest association football club. The

museum also supported the club with heritage related activities, providing advice for a heritage trail, and the curator spoke at a special event to celebrate the club's achievements in the J.B. McAlpine Pavilion.

Sports Heritage Scotland Network

As part of the Scottish Football Museum's commitment to the Sports Heritage Scotland network, the museum has provided exhibition space for a number of other sports.

These have included a display in partnership with the Raeburn Place Foundation celebrating the 160th year of Edinburgh Academical Football Club, Scotland's oldest rugby club, showcasing their home ground, Raeburn Place, as the birthplace of international rugby. A larger exhibition in partnership with Cricket Scotland opened in November, dedicated to the story of cricket in Scotland with a range of historic objects sourced from across the century.



The Scottish Football Museum was presented with an extremely rare framed 10-inch disc recording of 'The Laddie Frae Cardenden', a tribute to former Celtic goalkeeper John Thomson

A civic reception is held to mark Queen's Park's 150th anniversary

Hall of Fame

The 2017 Scottish Football Hall of Fame Dinner welcomed Jim Craig, John Clark, John McGovern, Willie Wallace, Archie Macpherson and Allan McGraw as inductees, while two teams were also inducted; Queen's Park FC of 1883-84 on the year they celebrated their 150th anniversary; and – on the year they celebrated their 50th anniversary of their triumph – the famous Celtic 1967 Lisbon Lions team.

Seminars

2017 also saw the museum play host to two prestigious and important seminars: the museum's annual seminar "Sport, Mental Health & Dementia", and "Kick off! Engaging with Scotland's sporting heritage", in partnership with Sporting Heritage.



HAMPDEN SPORTS CLINIC

Hampden Sports Clinic continues to provide expert sports medicine, physiotherapy, sports science, sports massage and podiatry services as well as unique health and fitness packages tailored to lifestyle or performance to a number of sporting groups, individuals and Scottish FA staff.

The Clinic provides support to Scottish FA National Teams and contributes to the annual medical audit for Club Licensing, supports football development and coach education and organises provision of medical equipment for matches.

The Clinic runs the National Sports First Aid course with 2017 seeing the launch of a new one-day version of the course which has proved popular with coaches, parents and athletes.

Provision of this course to the affiliated associations continues to be funded by The Scottish Football Partnership to ensure a standard of first aid across all levels of the game.



(L-R) Dr John MacLean, Chief Executive of the Hampden Sports Clinic; Professor of Neuroscience and Psychology Administration at Glasgow University Dr William Stewart, who is leading a major UK research study into dementia into ex-professional footballers and Research Scientist at Hampden Sports Clinic Dr Katy Stewart

The Clinic provides cardiac screening for all SPFL players, identifying underlying heart problems.

We work with PFA Scotland to provide the Support Within Sport programme which, through funding from William Hill, allows players and coaches immediate access to mental health support.

The 2017 Scottish Cup Semi-Finals and Final saw a joint initiative with Breathing Space to promote the mental health message to fans.

The Clinic has a large education and research base.

We continued to contribute to the undergraduate and postgraduate degrees in Sports Medicine at University of Glasgow, while 2017 saw the launch of the FIELD (Football Influence on Lifelong Health and Dementia Risk) study with Clinic staff key members of the team.



Dr John MacLean talk at the Scottish FA Sports Science and Medicine Conference

CONVENTION



On 30 November, the Scottish FA Convention took place for the fourth consecutive year at Hampden Park.

The Convention provides a relaxed environment for all our member clubs and the football family to learn more about a number of different areas in the game and think differently about how they approach situations in the future.

It offers all Scottish FA member clubs a forum to share best practice, discuss current trends and participate in workshops geared towards improving the game with a variety of high profile speakers involved.

Maurice Tollenaar of UEFA and David Elleray of IFAB considered how technology will change football as they talked about new trends in media rights and the use of video technology respectively.

Omar Chaudhuri from the 21st Club tackled the subject of

"It really was a great day and it seems like the Convention is becoming a lot more popular and something everyone looks forward to year upon year."

GEORGE CRAIG, HEAD OF FOOTBALL OPERATIONS AT HIBERNIAN

(L to R): Richard Gordon, Murdo MacLeod, Ross Wilson, Shelley Kerr and Malky Mackay.

recruiting the right people and challenged participants to think differently around bringing new people into their organisation.

Alyson Evans of the Scottish FA discussed children's wellbeing and Kerry Keenan from Celtic FC explained how the club celebrated the 50th anniversary of the Lisbon Lions conquering Europe.

Members of the Scottish FA Youth Ambassador programme led a workshop reflecting on the work they have done within the organisation following a year of being paired up with Scottish FA staff.

Attendees also heard from Southampton FC's Director of Football Operations Ross Wilson who focused on club and player development.

The day was rounded off as Malky Mackay, the Scottish FA Performance Director, was joined by Scotland Women's head coach Shelley Kerr along

with former Scotland midfielder Murdo MacLeod for a panel discussion on what it takes to be a winner.

Having been on stage last year addressing attendees, Hibernian's Head of Football Operations George Craig was in the audience this time around.

He said: "The Youth Ambassadors were really inspiring and just show just what young people are capable of.

"David was brilliant and the subject of VAR was extremely thought provoking." Craig said.

"He dispelled a lot of the myths about it and certainly made everyone appreciate the benefit of it.

"It really was a great day and it seems like the Convention is becoming a lot more popular and something everyone looks forward to year upon year."

ATTENDANCE REGISTER 2017

SCOTTISH FA BOARD

Gary Hughes **	7
Barrie Jackson **	7
Tom Johnston	3
Ian Maxwell	3
Thomas McKeown	3
Alan McRae	7
Mike Mulraney	6
Rod Petrie	7
Stewart Regan	7
Ralph Topping	1

LICENSING COMMITTEE

Ewen Cameron	5
Allan Cowan *	7
John McCabe	7
Anne McKeown	7
Donald McNaught *	3
Roddy Morrison *	2
Finlay Noble *	4
Craig Paterson	5
Richard Shaw M.B.E.	6
Brian Urquhart *	2

REFEREE COMMITTEE

Iain Brines *	5
Steve Brown *	1
Kenny Clark *	2
Martin Cryans *	4
Alan Freeland *	4
Ian Fyfe *	5
Calum Murray *	5
David Reid	1
Eddie Smith *	2
Brian Winter *	2
Willie Young *	5

CONGRESS

Crawford Allan	1	Alex McMenemy	1
Neil Bone	1	Alan McRae	3
Andrew Dickson	3	Justine Mitchell	1
Neil Doncaster	1	Finlay Noble	1
David Dowling	1	Graham Peterkin	1
Eric Drysdale	1	Rod Petrie	3
Ken Ferguson	3	Stewart Regan	3
Tom Johnston	3	David Reid	1
Margaret Lang	1	Callum Shanks	2
David Little	2	Richard Shaw M.B.E.	2
Walter Macadam	3	Stuart Urquhart	1
Malcolm Mackay M.B.E.	3	John Watson	1
Vivienne MacLaren	1	Alistair Wilkie	2
Duncan Mayze	1	Fraser Wishart	2
John McCabe	2	Mel Young	1

PROFESSIONAL GAME BOARD

Neil Doncaster	9
Duncan Fraser	7
Peter Lawwell	1
Ian Maxwell	2
Alan McRae	5
Mike Mulraney	8
Michael Nicolson	3
Finlay Noble	4
Rod Petrie	9
Stewart Regan	9
Stewart Robertson	5
Sandy Stables	5
Ralph Topping	2
Andrew Waddell	7

NON-PROFESSIONAL GAME BOARD

Steven Aitken (alternate)	1
Tom Anderson	1
Andrew Brolls (alternate)	1
John Campbell	2
Fiona Cardwell/McIntyre	5
John Gold	3
John Greenhorn	5
Colin Holden	4
Tom Johnston	4
David Little	2
John McCrimmond (alternate)	1
Thomas McKeown	5
Alex McMenemy	2
Alan McRae	4
Rod Petrie	0
Stewart Regan	5
Callum Shanks (alternate)	1

*Co-opted member **Independent Non-Executive Director



SCOTTISH FA 2018 ANNUAL REVIEW

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