



2019 ANNUAL REVIEW



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SCOTTISH FA IN NUMBERS

1



FIRST TIME EVER THAT
SCOTLAND HAVE QUALIFIED
FOR THE FIFA WOMEN'S
WORLD CUP

16

NUMBER OF PLAYERS
THAT MADE THEIR MEN'S
A INTERNATIONAL DEBUT
IN 2018

23

TEAMS THAT PARTICIPATED
IN THE 2018 SCOTTISH
FA MULTICULTURAL
FOOTBALL FESTIVAL

£1.25 billion

BENEFIT OF PLAYING FOOTBALL TO SCOTTISH SOCIETY, ACCORDING TO UEFA SROI



CAPS EARNED BY JAMES MCARTHUR, FORCED
TO RETIRE DUE TO INJURY IN 2018

51,866

CAPACITY OF HAMPDEN PARK, WHICH WILL
REMAIN THE HOME OF SCOTTISH FOOTBALL

14,071

REGISTERED FEMALE PLAYERS

8

JD PERFORMANCE SCHOOL
GRADUATES MADE THEIR FIRST
TEAM DEBUTS IN THE SPFL

20

AVERAGE AGE OF NEW YOUTH
AMBASSADORS OF CHANGE
(SELECTED NOVEMBER 2018)

82



SOCCER CENTRES,
PRESENTED BY SSE

26

YEARS SPENT AT THE
SCOTTISH FA BY JIM FLEETING,
WHO RETIRED IN JUNE 2018

GOALS FOR SCOTLAND BY
JULIE FLEETING, INDUCTED
INTO SCOTTISH
FOOTBALL
HALL OF
FAME IN
2018



116



GOALS FROM JAMES FORREST
IN THE UEFA NATIONS LEAGUE

6,500

NUMBER OF HOURS OF COACH
EDUCATION DELIVERED IN 2018

95

TEAMS TO ENTER 2018/19
WILLIAM HILL SCOTTISH CUP

73

SCOTTISH FA JD
PERFORMANCE SCHOOL
GRADUATES IN 2018



GOALS SCORED BY RORY
MCALLISTER TO EARN TOP
SCORER AWARD IN 2017/18
WILLIAM HILL SCOTTISH CUP

89



MINUTES ON THE CLOCK WHEN LISA EVANS
COMPLETED SCOTLAND'S COMEBACK IN KIELCE



38th

SCOTTISH CUP WON BY CELTIC

580,000

VIEWS ACROSS SCOTTISH FA SOCIAL CHANNELS
OF PAUL MCNEILL'S FSML VIDEO



£2.5 million

INVESTED INTO SCOTTISH CLUBS' ACADEMIES
THROUGH CLUB ACADEMY SCOTLAND

£37.5 million

REVENUE GENERATED

4



YEARS OF FUN FOOTBALL AS
ANNOUNCED BY MCDONALD'S
AND THE SCOTTISH FA

48

ASSISTANT REFEREES SELECTED
FOR FRANCE 2019, OF WHICH
SCOTTISH FA OFFICIAL KYLIE
COCKBURN IS ONE

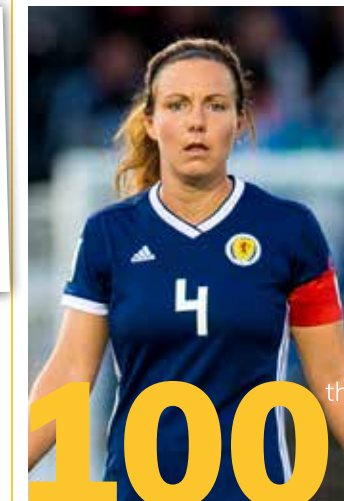
5

UEFA ELITE
ROUNDS IN
SUCCESSION
QUALIFIED
FOR BY
SCOTLAND
UNDER-19S

9



NUMBER OF SCOTTISH FA
JD PERFORMANCE SCHOOL
GRADUATES TO HAVE MADE
THEIR CLUB DEBUTS IN 2018



100th

CAP EARNED BY RACHEL
CORSIE IN 3-2 WIN AWAY TO
POLAND IN JUNE 2018

CHIEF EXECUTIVE'S REVIEW

Not unexpectedly, it has been a rollercoaster first year as Chief Executive of the Scottish FA. There have been exhilarating highs and, inevitably, some crushing disappointments in what is a period of transition and refocusing for the organisation.

I am pleased to report that against the financial headwinds experienced by most industry sectors during this period of economic and political uncertainty, we have nevertheless been able to distribute record financial investment throughout our membership.

More than £11m has been reinvested back into the national game with the purpose of cultivating growth and sustainability in professional and non-professional areas of Scottish football.

This investment comes at a time when the Scottish FA has, for the first time, quantified its impact on wider society, via an independent Social Return on Investment study undertaken in partnership with European football's governing body, UEFA.

This pioneering insight and research project estimated

Scottish football's total social return in excess of £1bn: a total figure that incorporates objectives outlined by the Scottish Government's Active Scotland framework including physical and mental wellbeing, preventative health spend and community engagement and inclusion.

The study provided invaluable macro and micro data which will enable football across the board to speak more positively on its many promising touchpoints with wider society, and was produced with the involvement

Ian Maxwell became Chief Executive of the Scottish FA in 2018



of Aberdeen FC Community Trust to provide a best practice case study example of local and regional impact.

This data and insight will be used to roadmap our future strategy, which I am keen provides a greater clarity of purpose for the national governing body: with a commitment to prioritising strategic projects with more meaningful outcomes and undertaking them with a greater collaboration with our key stakeholders from the Scottish Professional Football League to the affiliated bodies with jurisdiction over areas of the grassroots game.

The game has a finite resource and we must work more efficiently and effectively together to deliver on our biggest objectives.

The growth of women's football after a period of strategic investment from the Board has borne fruit with the historic qualification for our first ever FIFA Women's World Cup. The players who have developed together from achieving UEFA European Championship qualification in 2017 to arriving on the world stage deserve immense credit. Similarly, Shelley Kerr has earned her rightful place among the pantheon of great Scotland national coaches having succeeded Anna Signeul and delivered even greater progress.



THE GROWTH OF WOMEN'S FOOTBALL AFTER A PERIOD OF STRATEGIC INVESTMENT FROM THE BOARD HAS BORNE FRUIT WITH THE HISTORIC QUALIFICATION FOR OUR FIRST EVER FIFA WOMEN'S WORLD CUP

With sponsors and partners now keen to play a prominent role in future success, we are aware of the need to build on that momentum and provide a fitting legacy from the World Cup to inspire future generations.

We should also celebrate the men's national team for winning UEFA Nations League Group C1,

Scotland Women's National Team head coach Shelley Kerr and players with First Minister Nicola Sturgeon

Scotland's James Forrest celebrates his crucial goal against Israel to help them top group C in the UEFA Nations League

which now takes us a significant step closer to qualifying for EURO2020 via the Play-Off route. The side rounded off a turbulent year in style, securing the invaluable qualification safety net and setting the stage for the qualification campaign in 2019.

With Hampden Park one of 12 Host Cities for EURO2020, we are determined to be active participants in the tournament's 60th anniversary celebrations, not least having secured the future of the iconic national stadium.

Once the stadium transaction is completed, the association has a unique opportunity to put plans in place to improve the stadium facilities and the match day experience, making Hampden a stadium of which the country can be proud.

I believe we are approaching an exciting watershed for Scottish football and give my commitment to leading the game towards a prosperous new decade of success on and off the field.

Yours,

IAN MAXWELL
CHIEF EXECUTIVE, SCOTTISH FA



PRESIDENT'S REPORT

It is my pleasure to introduce the Scottish FA Annual Review for 2018, one of my final undertakings in my role as President.

Firstly, I would like to thank my fellow Board directors, Scottish FA staff and the many constituent parts of the organisation's membership for their support throughout my four-year term of office.

I have been immensely proud to have served the game as President and while there have inevitably been some challenges throughout that period, nevertheless there have also been some real developments within the game at all levels.

The Annual Review summarises the key achievements within

the Scottish FA's strategic plan, Scotland United: A 2020 Vision, and there have been some significant milestones achieved in each of the four strategic pillars – Performance, Grassroots, Finance and Governance.

I have been an advocate of women's football throughout much of my association with the Scottish FA, having been Delegate for the Women's National Team throughout my time as an Office Bearer. Nothing has given me great pleasure than to witness the squad, led by our former internationalist, Shelley Kerr, qualify for their first-ever FIFA Women's World Cup which will be held this summer in France.

I have witnessed the rise of women's football at first hand,

Former Scotland International Shelley Kerr helped lead the Scotland Women National Squad to our first FIFA Women's World Cup.

from the difficulties experienced by players in managing their football ambitions with their full-time education or employment, to the successive disappointments in qualification play-offs.

The effort and commitment of these players has now been rewarded and watching leading brands such as Boots and Spar invest in the women's game shows that this summer is only the tip of the iceberg.

Obviously, on the flip side, the past year has been a turbulent one for the men's national team and I am hugely disappointed that the second tenure of one of our greatest-ever internationalists, Alex McLeish, did not work out as planned. I firmly believe we have a squad of players capable of qualifying for EURO 2020 and Scotland's loyal supporters deserve nothing less than cheering on their team at a major tournament which will, of course, be hosted in Glasgow as part of the 60th anniversary celebrations of the European Championships.

Securing host city status was one of my proudest achievements as President and for that I owe a debt of gratitude to Sir Alex Ferguson for his endorsement of the bid and for helping to make such a compelling case for Hampden Park, such an historic and iconic football stadium, and the city of Glasgow he holds so dear.

Retaining Hampden as our national stadium during last year's tender process was significant in preserving the heritage of the national game and I know the Scottish FA and Hampden Park Ltd will work with all parties in the coming years to make the stadium an inspiring home for the next generation of football players and supporters.



SCOTLAND'S LOYAL SUPPORTERS DESERVE NOTHING LESS THAN CHEERING ON THEIR TEAM AT A MAJOR TOURNAMENT WHICH WILL, OF COURSE, BE HOSTED IN GLASGOW **🏴󠁧󠁢󠁥󠁮󠁧󠁿**



As you will see within the review, the Scottish FA has made its biggest-ever distribution to members in 2018, a concerted effort to improve standards across the game and continue our investment against some financial headwinds. Our competition prize money from the William Hill Scottish Cup has been significant for all participants and especially transformational for those members who qualify for the competition from our Affiliated National Associations, including the Highland and Lowland leagues, Scottish Junior FA, East of Scotland and South of Scotland leagues and the Scottish Amateur FA.

Nothing has encapsulated the terrific work undertaken in promoting and developing grassroots football than our Football Saved My Life series; highlighting some of the game's unsung local heroes and most inspirational stories.

I am grateful to have been able to play my part in helping to improve Scottish football and I wish the Scottish FA and my successor the best of luck for what I truly believe will be a prosperous future.

ALAN McRAE
PRESIDENT, SCOTTISH FA



PERFORMANCE

PERFORMANCE OVERVIEW

Q&A WITH PERFORMANCE DIRECTOR MALKY MACKAY

In December 2016, Malky Mackay walked through the doors of Hampden Park for the first time as Scottish FA Performance Director and immediately set to work to revolutionise the Performance department.

WHAT HAVE BEEN THE MAJOR STEPS TAKEN OVER THE COURSE OF 2018?

There's been a huge overhaul over the last two years in terms of the performance department's way of working, including the implementation of 'The Pride Wheel' which is key to the work done.

When I came in, there were a number of different areas within the department working independently.

I felt that if we were going to improve across the department we had to come together and work in a similar fashion.

We've implemented a 'Plan Do Check Act' standardisation model across all areas to achieve consistent marginal gains.

In 2018 in particular, some of the work we began to put in place in the years previous took on their next steps. For example, Project Brave became less of a "project" and something far more implemented, and is now a big part of Club Academy Scotland.



HOW ARE YOU HELPING THE CLUBS IN SCOTLAND?

We're one of the few associations in Europe that part fund our clubs' academies, to the tune of £2.5 million per year through Club Academy Scotland.

We have asked our clubs to hire more full-time coaches, support staff and invest in better facilities which will only serve to benefit our young players going forward.

Collaborating with the clubs is something I feel is so important to our game.

We borrow the club's players and by working together we can take huge strides to benefit all stakeholders in Scottish football.

AS WELL AS THAT ONGOING WORK WITH THE CLUBS, WHAT IS BEING DONE TO HELP NURTURE AND IDENTIFY THE MOST

TALENTED PLAYERS IN THE COUNTRY?

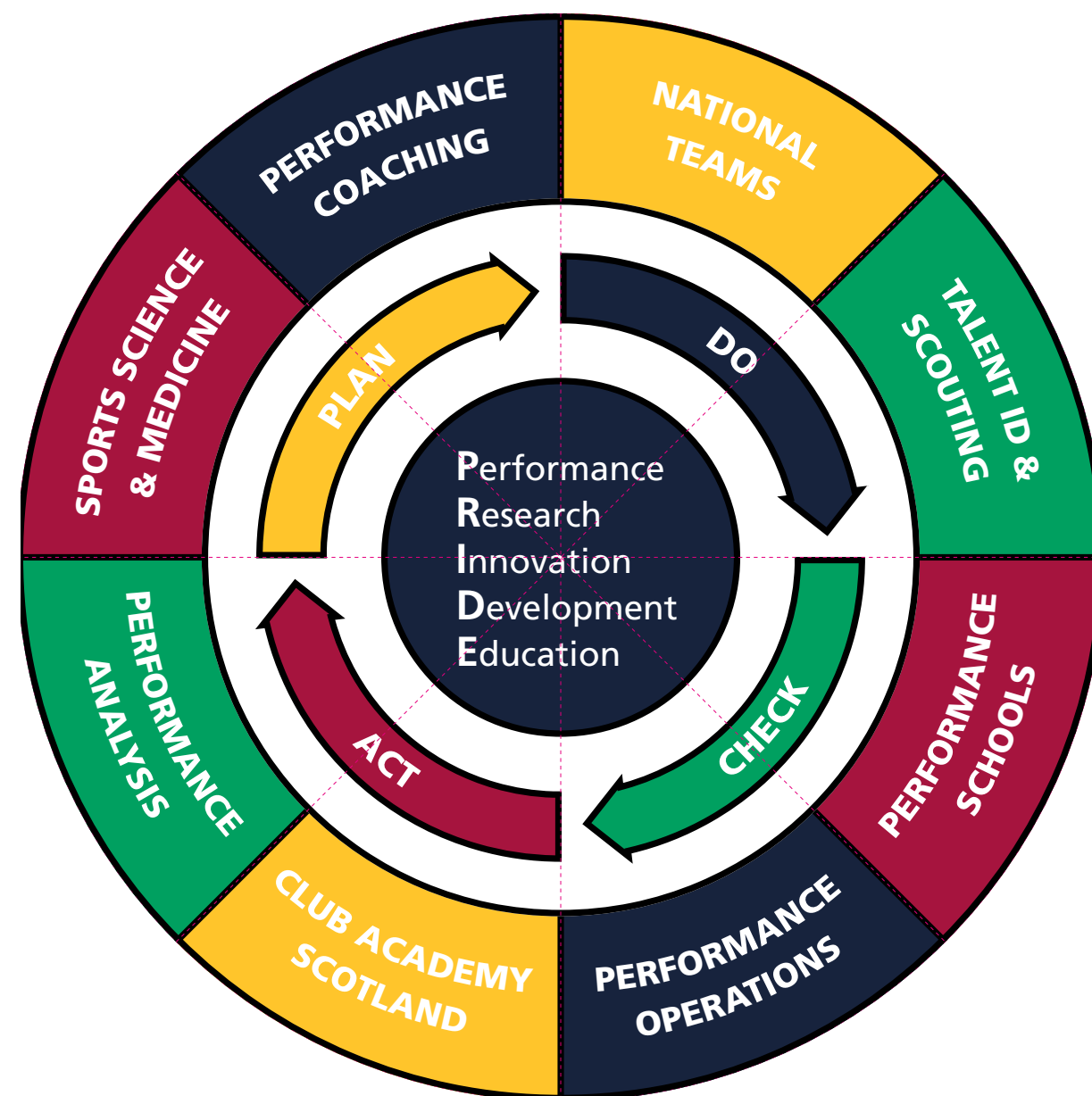
Seven years ago, we started up our Scottish FA JD Performance School system.

100 players from our system have earned professional contracts so far, with eight 16-year-olds making their first-team debuts in the SPFL last year.

If you look at Belgium, who started their equivalent system over a decade ago, they're really beginning to see the benefits and we're starting to see similar effects in Scotland.

Our new Talent ID structure is allowing us to reach further and wider than ever before in our quest to find young talented Scots.

A department of very committed staff are watching more than 1,000 players a year and we now have a database of over 1,200 Scottish players.



Our aim is to provide our 'A' squads with a conveyor belt of talented players in the coming years.

WHAT WORK HAS BEEN CONDUCTED IN COACHING IN 2018?

Scot Gemmill and I firmly believe that we need to work closely with our clubs to educate our young coaches.

We've also collaborated with our football development and coach education department to ensure this has happened in a variety of ways over the last two years.

We have asked club coaches to

join our international staff for UEFA games and held themed masterclasses regularly.

We've also introduced Pride Labs for our young club coaches, which are very targeted and specific classroom sessions on certain subjects. This took huge steps in 2018 due to the collaboration with clubs.

We cannot mentor every coach in the country, but what we can do is feed in to each club through the three new coaching positions we created to then feed in to their staff at club level. The positions are Head of Youth, Head of Childrens' and Head of Goalkeeping. They then come

in to Hampden and do sessions with us four times a year, and twice a year we go out to them. So they're getting mentored by us six times a year and then they feed back to their club.

What we're seeing as a result is a sharing of information between coaches about their experiences which is ground-breaking in Scotland.

One of the things we keep trying to push on all fronts is collaboration. It is very important to us that the group learn from each other as much as they will from the course curriculum, guest speakers and course tutors on the Pro License.

Malky Mackay has introduced the "Pride Wheel" into the Performance Department's work

JD PERFORMANCE SCHOOLS



Since coming in to the role in 2018, Brian McLaughlin has been at the heart of the Performance Schools, looking to learn about what has been working best for the players who will become the future of our game.

A total of 37 graduates were offered pro contracts, showcasing the success of the system.

Chris Mochrie at St Johns Performance School and Dundee United is certainly an obvious highlight from the past year, as in 2018 Chris became the youngest ever Performance School player to make his first team debut.

Furthermore throughout 2018, Aberdeen's Dean Campbell started in the League Cup Final against Celtic, Ethan Erhahon established himself in the St Mirren first team, Zak Rudden scores six goals for Falkirk on loan from Rangers in the Championship and Billy Gilmour played in the UEFA

Youth Champions League Final for Chelsea.

On top of that, there were new debutants in both the Premiership and the Championship, these included:

RANGERS: **STEPHEN KELLY AND ADEDAPO MEBUDE**

ABERDEEN: **ETHAN ROSS**

DUNDEE: **FINLAY ROBERTSON**

ST JOHNSTONE:

JORDON NORTHECOATE

HAMILTON:

REEGAN MIMNAUGH

MOTHERWELL: **JAMIE SEMPLE,**

DEAN CORNELIUS AND

DAVID DEVINE

DUNDEE UNITED:

CHRIS MOCHRIE

AYR UNITED: **FINN ECREPONT**

MORTON: **LEWIS MCGRATTON**

HEARTS: **CHRIS HAMILTON**

AND CONNOR SMITH

But while the results are clear in black and white, Brian McLaughlin also believes the

proof is in the pudding, and that the best sign of development over the course of 2018 was seen in the performances across the National Youth Teams.

"In terms of on the pitch, the biggest signs of improvements we saw was in the style of play of the youngsters, the confidence they brought to the park, and in the results too," the Under-17s boss said.

"These players are going to places like Spain and having more of the ball than them on their own turf, and that 17s group was made up of 75% of Performance School players.

"For me, that is showing a huge shift in style, supported by a technical improvement with the ball."

He added: "But most importantly, I think this has been made possible by the work done by the coaches and the performance department at the Scottish FA, but most importantly, the work done by the clubs. Without them and the support they have given in to this work, we wouldn't see this same level of progression."

One of the first things we did when I came in was look at the player history of the last three years to see what sort of support we were giving these players, if the environment was right for them to develop. When we did that, we could see clearly that when the collaboration was right between the school, the club and the player was when the player was directly benefitting the most and developing the quickest.

So in 2019, the aim is to get stronger with the clubs and accelerate the learning of more players across the board.

ORIAM

Oriam, Scotland's National Performance Centre for Sport located within the Heriot-Watt University campus at Riccarton, Edinburgh, continued to be the jewel in the crown of the Scottish FA's competitive performance initiatives.

The facility played an increasingly prominent role for the association, hosting both men's and women's senior and youth teams as well as Coach Education courses from C-level through to the UEFA Pro License.

The facility played host to the Womens Under-19s Elite Round tournament in April, as Pauline McDonald's side took on Czech Republic, Russia and Italy – all of Scotland's matches being streamed live on the Scottish FA's channels.

With the Marriott Courtyard having opened towards the end of 2017, Scotland teams now had the option of staying on campus. The SWNT made extensive use of the facility throughout 2018, with the men's team staying for the first time prior to their October fixtures against Israel and Portugal, with feedback from the team extremely positive.

In November, Oriam achieved another landmark as it hosted three of Scotland's leading national teams on the same day for the first time in its history. Stars of the national men's and women's football squads, as well as the Scotland men's rugby team, trained at the facility on Monday, 12 November ahead of their matches against Albania, the USA and Fiji, respectively.



FACILITY IMPROVEMENTS

Further significant improvements to the already impressive Oriam continued throughout 2018.

Both the outdoor 'Hampden' and 3G pitches began to fully enjoy the benefit from the addition of the three dual rake spectator stand units, imaginatively designed to serve both pitches and bringing much needed seating to the two show pitches.

The stands and privacy screening around the pitches has also vastly improved the external pitch environment from not only a core spectating perspective, but also in better supporting our various national squads when in camp at Oriam.

Other work included smaller scale projects that improved the wider infrastructure for the hosting of both UEFA and FIFA competitions, along with some initial branding work to better anchor Oriam as our training 'home'.

An increased Scottish FA-presence was evident towards the end of 2019, with the new "Nothing Matters More" branding installed on the Hampden pitch, with the intention of making the sides feel it is their home while training.



WOMEN'S NATIONAL TEAM

It was a year that will live long in the memories of Scotland supporters worldwide, as 2018 saw the Scotland Women's National Team make history once more to book their place at the 2019 FIFA Women's World Cup.

Having kicked off their qualification campaign at the tail-end of 2017, Shelley Kerr's side headed to La Manga in January intent on fine-tuning their game-plan ahead of an important twelve months.

Despite emerging winless from fixtures against Norway and Russia in the Spanish winter sunshine, there were plenty of positives for Kerr and her coaching staff to digest, including the debuts of goalkeeper Jenna Fife and striker Abi Harrison.

Areas for improvement were identified and worked upon ahead of the team's next block of fixtures, with a double-header

against New Zealand in Pinatar providing the final opportunity for Scotland to test themselves ahead of their return to World Cup qualifying action.

Against opponents who had acquitted themselves well at the 2015 FIFA Women's World Cup, Kerr's side turned in a much-improved performance. Jane Ross grabbed Scotland's first goal of 2018, before Lisa Evans applied the finishing touch to secure the victory.

It was a similar story just three days later, with a brace of goals once again the difference between the two sides. Once more it was Ross that struck first, before being joined on the scoresheet by Fiona Brown as Scotland concluded their business in Spain.

April saw the quest for FIFA Women's World Cup qualification take centre stage once more, as Scotland travelled to Schaffhausen for a clash

The Scotland women's National Team won nine out of 10 fixtures to qualify for the FIFA Women's World Cup

with the group's top seeds, Switzerland. Despite a battling performance, it was the hosts that ultimately claimed all three points to leave Kerr's squad playing catch-up for the remainder of the campaign.

There was little time for the SWNT to dwell on defeat, however, as they returned home to take on Poland in Paisley for what came to be one of the defining moments of the campaign. With the game in the balance, Lee Alexander produced a magnificent penalty save to keep the game scoreless, before Zoe Ness's first goal for Scotland inspired a late attacking blitz to seal a deserved victory in front of a jubilant home crowd.

Scotland maintained their pursuit of qualification in their next outing, with an Erin Cuthbert brace handing her side a valuable victory over Belarus at the Falkirk Stadium. Yet with 70 minutes of their next fixture played,



THE CELEBRATIONS BEGAN IN EARNEST AS THE NEWS WAS CONFIRMED – SCOTLAND HAD QUALIFIED FOR THE 2019 FIFA WOMEN'S WORLD CUP

it seemed like their efforts may prove in vain – two goals down to Poland in Kielce, Scotland were clinging on to their qualification hopes by the slimmest of threads.

What followed was the stuff of dreams for the travelling Scotland supporters. A Kim Little free-kick sparked the comeback into life, before Ross kept her composure in the maelstrom of the Polish penalty box to level the scores. With time ticking down, a solo run and finish from Evans completed the fightback, sending the Scotland bench into delirium.

With momentum on their side, Kerr's side prepared for the visit of Switzerland to Paisley knowing that a two-goal victory would put them into the driving seat going into the final round of matches. In front of a record crowd of 4098 in Paisley, goals from Little and Cuthbert inside the first seven minutes had the home fans daring to dream. However, with Switzerland able to claw a goal back, the result left Scotland banking on other results as they made the trip to Albania for their final group match of the campaign.

All Kerr's side could do was to focus on the job in hand, a job they completed with relish. Little's early opener was cancelled out by an Albanian strike on the stroke of half-time, but with Switzerland unable to find a way past the Polish defence, Scotland knew that one more goal would do it.

Then came the goal that will live long in the memory. A free-kick hooked back across goal by Jen Beattie was headed in by Ross to give Scotland a lead that they would not relinquish. With confirmation of the Switzerland result filtering through, the celebrations began in earnest as the news was confirmed – Scotland had qualified for the 2019 FIFA Women's World Cup.

A homecoming friendly against reigning world champions the USA allowed Scotland supporters to celebrate in earnest, yet also provided a true test of how far Kerr's squad had come. The answer was plain for all to see, as Scotland went toe-to-toe with their illustrious visitors, only losing out by a solitary goal.

The year ended in Paris, as Scotland took their place amongst the qualified nations for the 2019 FIFA Women's World Cup draw in December. What followed captured the attention of Scotland supporters everywhere, as Kerr's side found themselves pitted against the Auld Enemy, England, in the group stages. With 2015 FIFA Women's World Cup finalists Japan and South American qualifiers Argentina also lying in wait for the SWNT, the countdown to June 2019 is well and truly on.

SWNT RESULTS

**NORWAY 3
SCOTLAND 0**

International Friendly, 19/01/18, La Manga, Spain

**SCOTLAND 0
RUSSIA 0**

International Friendly
22/01/18, La Manga, Spain

**SCOTLAND 2
NEW ZEALAND 0**

Scotland scorers: J Ross, L Evans
International Friendly
03/03/18, Pinatar Arena, Spain

**SCOTLAND 2
NEW ZEALAND 0**

Scotland scorers: J Ross, Fi Brown
International Friendly
06/03/18, Pinatar Arena, Spain

**SWITZERLAND 1
SCOTLAND 0**

2019 FIFA Women's World Cup Qualifier
05/04/18, LIPO Park, Schaffhausen

**SCOTLAND 3
POLAND 0**

Scotland scorers: Z Ness, C Emslie, E Cuthbert
2019 FIFA Women's World Cup Qualifier
10/04/18, Simple Digital Arena, Paisley

**SCOTLAND 2
BELARUS 1**

Scotland scorers: E Cuthbert (2)
2019 FIFA Women's World Cup Qualifier
07/06/18, Falkirk Stadium, Falkirk

**POLAND 2
SCOTLAND 3**

Scotland scorers: K Little, J Ross, L Evans
2019 FIFA Women's World Cup Qualifier
12/06/18, Kielce City Stadium, Kielce

**SCOTLAND 2
SWITZERLAND 1**

Scotland scorers: K Little, E Cuthbert
2019 FIFA Women's World Cup Qualifier
30/08/18, Simple Digital Arena, Paisley

**ALBANIA 1
SCOTLAND 2**

Scotland scorers: K Little, J Ross
2019 FIFA Women's World Cup Qualifier
04/09/18, Loro Boriçi Stadium, Shkoder

**SCOTLAND 0
USA 1**

International Friendly
13/11/18, Simple Digital Arena, Paisley

MEN'S NATIONAL TEAM

A rollercoaster year for the Men's A team began in defeat, yet ended in triumph in front of a jubilant Hampden Park crowd as Scotland emerged victorious from their inaugural UEFA Nations League campaign.

2018 began with the return of a familiar face to the home of Scottish football, as Alex McLeish was appointed as manager for a second spell in charge of the national team. Having narrowly missed out on qualification for UEFA Euro 2008 during his last campaign in the dugout, the 77-time capped former Scotland defender aimed to lead the side to a first major tournament since 1998.

The first fixture of the year saw Costa Rica visiting Hampden Park in an international friendly in March. Whilst the side were unable to mark the occasion with a victory, those in attendance saw a number of international debuts, including Swansea striker Oli McBurnie, Aberdeen defender Scott McKenna and Manchester United midfielder Scott McTominay.

Just four days later, Scotland claimed their first win of the calendar year with a confidence-boosting performance away to Hungary. Matt Phillips's first international goal proved to be the difference in front of the Budapest crowd.

Having missed out on qualification for the 2018 FIFA World Cup and with the rigours



James Forrest (above) scored a hat-trick in Scotland's UEFA Nations League match against Israel

of a long domestic season to contend with, it was a relatively inexperienced Scotland squad that embarked on a two-match summer tour to Central and South America at the end of May to take on a pair of World Cup qualifiers in the shape of Peru and Mexico.

The first match in Lima saw no fewer than seven international debuts in the Estadio Nacional. Despite Peru ultimately emerging 2-0 victors, the spirit of performance from those in blue was a particular positive against more experienced opposition.

Scotland then moved on to the historic setting of the Estadio Azteca in Mexico City, with 71,000 fans in attendance for Mexico's final match before heading to Russia for the World Cup finals.

Two more debutants – goalkeepers Jon McLaughlin and Scott Bain – were in the squad for a narrow defeat, taking the total to nine on tour.

September brought about a new era for

Scottish football, as Liverpool's Andrew Robertson was named as the new permanent captain for the national side. The 150th captain in Scotland's history, the left-back led out his country for the first time against Belgium at the home of Scottish football, yet could not inspire his team to victory against the world's joint-top ranked side as a rampant Belgian side showed their class.

Robertson and his charges had little time to dwell on defeat, however, as they welcomed Albania to Hampden for their first match in the new UEFA Nations League. In front of a home crowd, Scotland made the perfect start to their campaign. After sustained pressure in the first-half had yielded no reward, the dam finally burst after the break; an own goal was added to by the effervescent Steven Naismith, securing the three points for the hosts.

Any notion that Scotland would dominate the group, however, was dispelled in their next

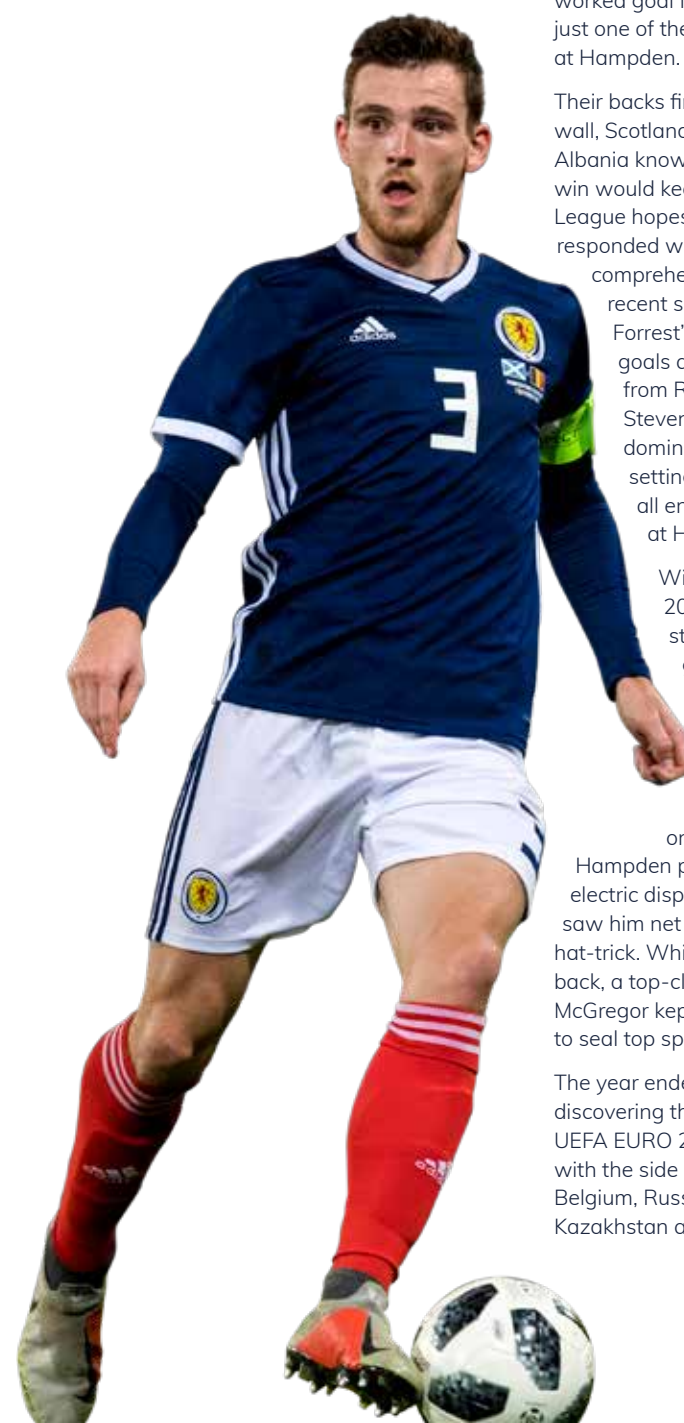
Nations League outing. In the sweltering heat of Haifa, Charlie Mulgrew's penalty had seemingly put the visitors in control at the interval. Yet the second-half proved to be one to forget for Scotland – a red card for John Souttar and an own goal from Kieran Tierney capped off a disappointing night as McLeish's side fell to a first defeat of the campaign.

Returning home to take on European champions Portugal just three days later, a change in formation heralded a new approach for McLeish's men as they looked ahead to the crucial UEFA Nations League double-header in November. Despite falling to defeat, a cleverly-worked goal from Naismith was just one of the positives on show at Hampden.

Their backs firmly against the wall, Scotland travelled to Albania knowing that only a win would keep their Nations League hopes alive. They responded with one of their most comprehensive displays in recent seasons. James Forrest's first international goals added to strikes from Ryan Fraser and Steven Fletcher in a dominant performance, setting up a winner-takes-all encounter with Israel at Hampden Park.

With a UEFA EURO 2020 playoff berth at stake, an early Israeli goal punctured the mood at the home of Scottish football. That, however, was the cue for one man to set the Hampden pitch alight, as an electric display from Forrest saw him net a memorable hat-trick. Whilst Israel pulled one back, a top-class save from Allan McGregor kept the visitors at bay to seal top spot for Scotland.

The year ended with Scotland discovering their opponents for UEFA EURO 2020 qualifying, with the side drawn alongside Belgium, Russia, Cyprus, Kazakhstan and San Marino.



2018 RESULTS

**SCOTLAND 0
COSTA RICA 1**

23/03/18, International Friendly, Hampden Park

**HUNGARY 0
SCOTLAND 1**

Scotland scorer: M Phillips
27/03/18, International Friendly, Groupama Stadium, Budapest

**PERU 2
SCOTLAND 0**

30/05/18, International Friendly, Estadio Nacional, Lima

**MEXICO 1
SCOTLAND 0**

03/06/18, International Friendly, Estadio Azteca, Mexico City

**SCOTLAND 0
BELGIUM 4**

07/09/18, International Friendly, Hampden Park

**SCOTLAND 2
ALBANIA 0**

Scotland scorers: B Xhimshiti o.g., S Naismith
10/09/18, UEFA Nations League

**ISRAEL 2
SCOTLAND 1**

Scotland scorer: C Mulgrew (pen)
11/10/18, UEFA Nations League, Sammy Ofer Stadium, Haifa

**SCOTLAND 1
PORTUGAL 3**

Scotland scorer: S Naismith
14/10/18, International Friendly, Hampden Park

**ALBANIA 0
SCOTLAND 4**

Scotland scorers: R Fraser, S Fletcher (pen), J Forrest (2)
17/11/18, UEFA Nations League, Loro Boriçi Stadium, Shkoder

**SCOTLAND 3
ISRAEL 2**

Scotland scorers: J Forrest (3)
20/11/18, UEFA Nations League, Hampden Park

NATIONAL YOUTH TEAMS

MEN'S YOUTH TEAMS



UNDER-21S

The calendar year got off to a mixed start for Scot Gemmill's Under-21s, despite the youngsters remaining unbeaten in their first four games of 2018.

A 90th minute leveller from Lewis Morgan grabbed a late draw against Andorra, with the solitary point leaving qualification for the European Championships looking like a distant possibility.

Scotland bounced back impressively at May's Toulon Tournament, following up a 1-1 draw with Togo with a famous 1-0 win over France. It was the first time a Scottish side had defeated the French at any level since James McFadden's iconic goal in 2007 in Paris.

Victory over South Korea secured a second successive semi-final appearance, yet – despite leading at the break thanks to a stunning Mikey Johnston solo goal – defeat to England and then a loss to Turkey consigned Scotland to fourth place.

Returning to qualifying action, five goals in two games from Fraser Hornby gave his side victories over Andorra and the Netherlands, yet defeats to Ukraine and England ended Scotland's hopes at the final hurdle.

UNDER-19S

Donald Park's side started 2018 with back-to-back friendly victories over Denmark and Austria, before suffering a 3-0 defeat to Germany in their opening UEFA Elite Round fixture.

Scotland responded in style, as Jack Aitchison's second half brace set Park's side up with an opportunity to qualify as group winners and reach the finals for the first time in 12 years.

After hitting four unanswered goals to come from 2-0 down to lead, Scotland looked set for the

finals. Yet a collapse in the final 10 minutes saw them edged out 5-4, eliminating them from contention.

A six-month break brought with it a change of manager, Billy Stark leading his charges to a win and defeat against Poland in two friendlies.

When qualifiers got underway in November, the Under-19s maintained their impressive recent record of qualifying for the UEFA Elite Round, coming through a tough group unbeaten to progress to the next stage.



UNDER-17S

Scotland Under-17s made a dream start to 2018, beating Poland and Spain before losing to France.

Brian McLaughlin's side then lost to Greece in their opening UEFA Elite Round fixture, with a 2-1 defeat to Norway compounding Scotland's trouble before a Dapo Mebude goal gave the side a memorable win over Germany.

That victory set McLaughlin's side on an unbeaten run for the remainder of 2018 though – picking up three wins and two draws.

A new-look squad, with 13 players making the step up from the Under-16s, saw off Russia in two friendlies, before seeing off Kosovo, Cyprus and Switzerland to book a spot in the UEFA Elite Round.

WOMEN'S YOUTH TEAMS

WOMEN'S UNDER-19S

Scotland Women's Under-19s began 2018 by hosting their UEFA Elite Round group in Edinburgh. Pauline Hamill's side was narrowly edged out by the Czech Republic in their opening match of the competition, as a late Jamie-Lee Napier strike was not enough to avoid a 2-1 defeat.

Scotland found themselves overpowered by Italy in their second group match, before heading into their final fixture with Russia. A goalless draw was not enough for Hamill's side, who exited the competition.

After a brace of defeats to Belgium, Scotland then welcome three of Europe's heavyweights for a Preparatory Tournament ahead of the 2019 UEFA Women's Under-19s European Championships. Despite suffering three defeats, the quality of opposition will serve Hamill's side well in their ongoing preparation for the tournament.



WOMEN'S UNDER-17S

It was a year of two halves for Pauline MacDonald's side, as the young team endured a difficult start to 2018. A brace of heavy defeats to Iceland was followed by further losses to France and Sweden, with Scotland failing to score in their first four matches of the calendar year.

A first-half goal from Kathleen McGovern gave Scotland their first win of 2018 with a 1-0

defeat of Portugal in September, with MacDonald's side backing the victory up by shutting out the same opponents just two days later in a goalless draw.

The UEFA Qualification Round proved fruitful for Scotland; McGovern and Aisha Maughan gave their side a 2-1 over Lithuania, before a goalless draw with Slovakia secured Scotland's place in the UEFA Elite Round in March 2019.

FUTSAL

Q&A WITH SCOTLAND FUTSAL HEAD COACH SCOTT CHAPLAIN

TALK US THROUGH THE HIGHLIGHTS FOR FUTSAL IN 2018

We went unbeaten against Republic of Ireland and Gibraltar in friendlies, which was really pleasing for me – playing away from home, we picked up some really good results including our first-ever clean sheet as a futsal nation.

We then took our form into the Home Nations and for the first two games we did really well. We beat Northern Ireland pretty comfortably, which was a good result to kick-off. We performed very well against England and on another day might have won that match. It's the closest game we've ever had against England – despite losing 3-1, there were a lot of positives to take out of that performance. Going into the final match against Wales, we felt confident, but ended up getting a poor result. We fell short, possibly because of the energy expended in the first two matches.

The Home Nations was a real learning experience for us. We know that we can't afford to peak too early if we're serious about competing in tournaments like this going forward.

We're still very early in our development, so we were under no illusions as to how tough a challenge the World Cup Qualifiers were going to be, especially against the number one seeds and hosts Bosnia. It was the best-prepared we'd ever



been, though, and we came close to achieving our first-ever point in a World Cup qualifier.

We came close against Turkey and the players were quite disappointed not to get anything from that game. It was a very competitive environment, but it was good to show that we can compete against the high-quality nations.

YOU WERE APPOINTED AS FUTSAL HEAD COACH IN 2018. HOW DID YOU FIND YOUR FIRST YEAR IN THE JOB?

2018 was the busiest year we've ever had in terms of activity, so from my point of view that was a highlight. To have the opportunity to play in those high-calibre games is invaluable. From my own point of view,

we're progressing as a nation all the time. We're developing new players and bringing them into the squad alongside our consistent core, who are getting better year-on-year. It's my first role as a manager, so it's been a good opportunity for me to learn and develop.

WHAT ARE THE TARGETS FOR NEXT YEAR?

We are looking to expand the pool of players we have. We need more playing at domestic and international level to make competition for places and for us to pick from.

Looking ahead to the home nations we are looking to improve on our results. We picked up four points last year, which is the biggest points total we have ever had.

SCOTTISH CUPS



WILLIAM HILL SCOTTISH CUP CELTIC 2-0 MOTHERWELL

Celtic made history when they completed the 'double treble' by defeating Motherwell in the second cup final meeting between the two clubs in the 2017/18 season.

A repeat of the earlier League Cup final, which also ended 2-0, had supporters and neutrals alike relishing the showpiece fixture of the Scottish Cup.

And Celtic asserted their authority on the game early on, when Callum McGregor sent a stunning right-footed effort rasping in to the side netting to open the scoring.

Midway through the first half, the Hoops doubled their advantage, with Olivier Ntcham's low strike from outside the box beating Trevor Carson as it found the bottom corner.

Motherwell grew in to the game, and Craig Gordon's

finger tip save to deny Curtis Main from close range kept the Steelmen at bay. Oli Gael Bigirimana then curled a near-perfect free kick on to the Celtic stopper's crossbar, but Brendan Rodgers' side held on to their clean sheet to complete their domestic clean sweep.

The Celtic boss, reflecting on back-to-back trebles, said: "For us to be the first team to have done it is a real privilege and a real special day," said Rodgers.

"Through all the different eras of the game up here, certain teams have dominated and then it flipped - and in all that time it was never achieved.

"It will probably take time to enjoy it. My feelings are more with the supporters, the players, the staff, the board that brought me in a few years ago. I'm so happy for them."

SCOTTISH FA YOUTH CUP

HIBERNIAN 3-1 ABERDEEN

Hibernian lifted their third Youth Cup with a resounding 3-1 win over Aberdeen.

The Easter Road outfit had to come from behind to beat the Dons though, and win the cup for the first time since 2009.

Connor McLennan cut inside and beat two players in a wonderful solo effort to put Aberdeen ahead in the first half.

But Fraser Murray lashed a shot against the bar for Hibs before they levelled when Murray's cross was deflected past his own goalkeeper by Joe MacPherson.

Ryan Porteous' fine header from Ben Stirling's cross put Hibs ahead before Oli Shaw set up Jamie Gullan to tap in and wrap up the contest.

SSE SCOTTISH WOMEN'S CUP FINAL

HIBERNIAN 8-0 MOTHERWELL

Hibernian put Motherwell to the sword, winning 8-0 at Firhill to lift the Scottish Cup for a third year in a row.

The side from the capital put in a scintillating display at Firhill Stadium against a side who had secured promotion to the top flight.

Jamie-Lee Napier scored a hat-trick as Hibs breezed past their then-lower division opponents though, and sealed a third consecutive cup double.

Abi Harrison scored twice, with Lauren Davidson, Cailin Michie and a Maxine Welsh own goal adding to the scoreline.

SCOTTISH WOMEN'S PREMIER LEAGUE CUP FINAL

HIBERNIAN 9-0 CELTIC

A 9-0 thrashing over Celtic saw Hibernian surge to glory at Falkirk Stadium as the club retained the SWPL Cup for the third straight year.

Four goals in the first 30 minutes ended the final as a contest, but a ruthless Hibs plundered five more.

Lizzie Arnot, who recently returned to action after a year out with injury, produced a memorable individual performance as she scored five.

Ellis Notley, Shannon McGregor and Kirsten Reilly also scored, Celtic's Kelly Clark adding an own goal.



**STRONG
QUALITY
GROWTH**

FOOTBALL DEVELOPMENT REVIEW

BY ANDY GOULD, HEAD OF FOOTBALL DEVELOPMENT

Providing opportunities and inspiring people to play our wonderful game remains the priority for the Scottish FA's Football Development team. Having launched our new brand, Football For Life, at the conclusion of 2017, it was our job to go and ensure that this new strategic direction was more than a simple phrase.

We set out with a goal of creating excellence in everything we do, developing good people as well as good players and encouraging more people to take up the sport that we all love. Football in Scotland has shown it can change and improve the lives of those involved. We are inspired to do more as we gather further insight and hear more stories about the people involved across football.



ON THE PITCH

As part of our Football For Life brand, we made a commitment to provide Football For All. 2018 saw this commitment maintained and honoured through the work of our regional teams and their role to support associations, clubs and volunteers around the country.

We were delighted to extend our partnership with McDonald's, who have been a tireless supporter of grassroots football over the past 16 years. The launch of the new Fun Football initiative was one of the on-field highlights of 2018 – the programme provides an enjoyable and safe environment for children to take their first steps on their footballing journey and allows us to turn interest into active engagement in the sport we love.

It would be remiss of me to gloss over the incredible achievement

of our Scotland Women's National team in qualifying for this summer's FIFA Women's World Cup. At the outset of their qualifying campaign, Shelley Kerr said that the team wanted to inspire a nation, something that they have unquestionably achieved. Our work on building upon the team's success – through the SSE Soccer Centres, our regional pathways and bespoke female-only coaching courses – has been remarkable and a real highlight of the past year.

Our consistently impressive Coach Education programme continued to be a world-leader in 2018. The department's UEFA Pro Licence saw the class of 2018 graduate and a new cohort welcomed, in addition to continuing to expand its range of bespoke courses for women. Their ambition to continue to modernise and deliver the best course possible is relentless.

OFF THE PITCH

One of the key developments across the whole of the Scottish FA arrived at the end of October, when we received the results of a flagship UEFA study into the value of football.

The Strategic Return on Investment model enabled us to put a tangible figure on the value of participating in Scottish football for the first time. We can now point to a figure of more than £1 billion worth of value to Scottish society, which has made stakeholders at all levels take note of the importance of our game and we look forward to engaging with a wider range of organisations going forward.

Our Cashback for Communities Volunteer and Inspire initiative also started to gain momentum in 2018, with 180 young people across Scotland provided with a tailored learning pathway to support their development. This initiative, delivered in partnership with the Scottish Government's Cashback for Communities scheme, allows us to promote the use of football as an educational tool and continue to support the development of the next generation.

I would also like to take a moment to thank our various external partners for their work over the past year. Organisations such as the Scottish Government, sportscotland, Bemis, Walking Football Scotland, Scottish Student Sport, SSE, Deloitte, Mars and Drinkaware have all provided us with invaluable support across our programmes in 2018. We look forward to continuing to work together in the months ahead.



FOOTBALL SAVED MY LIFE

2018 also saw the launch of one of our new flagship initiatives across the Scottish FA's digital channels. The 'Football Saved My Life' video series focuses on the positive and powerful impact that football can have on individuals from across Scotland, something that we believed would resonate with the football community.

I would wager that no-one foresaw exactly how massive the first video in the series would prove to be, however. Launched as part of our UEFA Grassroots Week coverage, Paul McNeill's powerful story engaged viewers from not only the football community, but from all corners of Scotland. His video earned media attention from all sectors and shone the spotlight on exactly what makes football special.

His story will no doubt inspire others – as it has those both within the association and from further afield – and the series will continue into 2019. These stories remind us why we all love football. I for one look forward to hearing from more inspiring individuals, as we continue to provide Football For Life across Scotland.



CASHBACK FOR COMMUNITIES

2018 was a landmark year for one of the Scottish FA's flagship Football Development initiatives, as the Cashback for Communities partnership between the association and the Scottish Government celebrated its tenth anniversary.

Since its inception in 2008, both parties have worked to positively influence the lives of those between the ages of 10 and 24 from a diverse range of communities across Scotland.

The programme is split into three distinct projects – 'My School of Football', 'My Volunteer and Inspire' and 'My Inclusive Community'. Each initiative has benefitted thousands of young people in the Cashback for Communities partnership's decade-long lifespan to date, with a view to making a positive impact on the next generation of Scottish football.



SCHOOLS OF FOOTBALL

In much the same way as the overall Cashback for Communities programme, the Scottish FA's 'My School of Football' project has grown and developed year on year over the past decade. At the conclusion of 2018, 44 Schools of Football located across Scotland were continuing to positively influence over 2000 young people between the ages of 12 and 14, helping them to make the difficult transition between primary and secondary school.

The focus of the project has remained firmly on the individual throughout the project's existence. The development of good people first and foremost has been shown to greatly enhance attainment levels at each school, which has in turn benefitted each individual as footballers.

The Schools of Football have made a significant impact on each attendee. A survey in early 2018 found that 89% of respondents reported improved attendance at the Schools of Football amongst participants in the project, with 74% of those surveyed testifying to higher engagement in classes from those on the programme.

Anecdotal feedback from teachers at each School

of Football supports these findings. In addition to improved attainment rates across the country, the tailoring of the academic programme offered has been shown to make a major difference in the attitudes of participants, creating an environment in which the individual feels safe and able to open up to peers and teachers.

By engaging and inspiring each individual through the education system, the project has helped to open doors for those on the programme. A number of former participants were unveiled amongst the new cohort of Scottish FA Youth Ambassadors of Change in November 2018, allowing them to help provide the voice of young people on the shape of Scottish football.

VOLUNTEER AND INSPIRE

Over 300 young people between the ages of 16 and 24 benefitted from the Scottish FA's 'My Volunteer and Inspire' (VIP) project in 2018, as the benefits of the Cashback for Communities partnership continued to be felt around the country.

Focusing on developing young people from across Scotland's wide range of communities, the project provides four mandatory workshops to participants across the country to aid their personal development.

Each participant is placed on an individually developed learning pathway, which also includes the potential to attend courses to

develop skills such as coach education, first aid and social media management.

Participants in the project were also provided with the opportunity to be involved in a number of the Scottish FA's biggest occasions in 2018, including UEFA Nations League fixtures and the William Hill Scottish Cup Final at Hampden Park.

An emphasis was placed upon allowing individuals to develop a skillset and network of contacts that can be transferred to life after their involvement with the project, continuing to deliver the message of Skills For Life through the medium of football.



MY INCLUSIVE COMMUNITY

The My Inclusive Community (MIC) project continued to grow and develop in 2018 under the umbrella of the Scottish FA's Cashback for Communities partnership with the Scottish Government.

Aimed at increasing engagement amongst Scotland's ethnic minorities, the MIC project provides bespoke opportunities for young people in these communities to involve themselves in football and assist integration into mainstream society.

The project has seen increased engagement from Scotland's clubs over the past twelve months, with a growing number of organisations nationwide using the project to boost engagement within their own communities.



ATTRACTIVE GAME

The Scottish FA renewed its commitment to providing a fun and enjoyable footballing experience for all in 2018 as the association sought to ensure that football remained an attractive choice for prospective participants.

In the first full year under the Football For Life brand, the association commissioned a survey aimed at understanding exactly how attractive the grassroots game is to prospective footballers around the country.



Q&A WITH SCOTTISH FA REGIONAL MANAGER ANDY GILCHRIST

WHAT DOES "ATTRACTIVE GAME" MEAN?

It might be quite simplistic but it really is about making football a game that you want to be part of. It could be that you have never taken part before and say 'I want to have a shot of that', or it could be that you have played for years and you continue to do so purely because of a love of the game. Ultimately, the more attractive our game is, the more people will want to be part of it.

WHAT WERE THE MAIN PLUS POINTS IN 2018?

I think we told our story much better than we had in previous years. We've certainly increased our output across a variety of media platforms. We've also fully utilised the various brands available to us, most notably Football For Life.

We also had what became our signature piece last year, with the launch of our Football Saved My Life video series. Highlighting the positive social impact that football can make on individuals from communities across Scotland, the first video featuring Paul McNeill was met with almost unanimous praise. It was something with which the football community really engaged.



TELL US ABOUT THE 2018 GRASSROOTS SURVEY

One of the main things we did in 2018 was to commission the 'How Attractive is Our Game' Survey, with the aim of finding out just how attractive grassroots football is to participants. We were looking for honest opinions on a variety of aspects of our game. We knew that some of these were going to tell us what was less attractive about our game, but we really needed to get this information in order to address these aspects going forward.

Over 1000 members of the grassroots football community completed the survey. This was done by using the research company Kantar, who were able to give us findings from sample groups representative of the population of Scotland.

We received feedback from six different sample groups: adult players (currently or lapsed), parents, children and youth participants, coaches, referees and volunteers (non-coaching).

The findings have now given us a solid baseline and have allowed us to identify some immediate action areas on which we will be able to focus our efforts.



HOW DO YOU REFLECT ON 2018?

There are so many stories to tell why participating in football is such a good thing to do and I think in 2018 we told that story.

Thanks to the survey, we are more informed than ever regarding how participation in football is perceived.

Is our game attractive? The answer is yes, but we know it can be improved even more. Thanks to the work undertaken in 2018, I believe we are well placed to take the next steps and make that happen.

PARTICIPATION

The Scottish FA reaffirmed its commitment to providing Football For All in 2018, as participation levels continued to rise nationwide.

Classed as anyone who engages with football on a regular basis, over 147,000 registered players were recorded in Scotland in 2018, with the figures encompassing all forms of the grassroots game.

A particular highlight saw the number of registered youth players exceed 50,000, underlining the passion and enthusiasm that exists amongst the next generation of Scottish footballers.

In particular, the five to seven years age group saw an influx of new players, with initiatives such as McDonald's Community Football Days helping to foster the enthusiasm of those taking their first steps on their footballing journey.



NEW RETENTION INITIATIVES

As part of their continued devotion to providing a safe and enjoyable football experience for all, the Scottish FA identified a need to enhance and develop the existing player pathway during 2018 in order to aid player retention going forward. These improvements will be enacted over the course of 2019, beginning with the small-sided games season.

2018 also saw the Scottish FA make great strides at the other end of the participation spectrum. In previous years, statistics showed a major decline in engagement from those in the over-35 age group due to a variety of reasons ranging from family commitments to injury.

To combat this drop in participation, the Scottish FA assisted in the development of bespoke over-35s leagues across the country. This development saw a significant surge in participation in the target age-range; at the end of 2018, over 3,500 registered over-35s were participating in football, increasing the length of time over which individuals are engaged with the sport.

Indeed, the pursuit of continued engagement was a key theme across 2018. The rise in popularity of Walking Football saw a surge in participation amongst those who may otherwise drift away from the sport. This emphasis on continuous engagement allowed the Scottish FA to work towards its mantra of Football For Life, unveiled towards the end of 2017 as part of its One National Plan.



THE BENEFITS OF PARTICIPATION

Underlining the benefits of participation at all ages was also a key factor in the success of 2018.

Through partners such as Network Rail and the Scottish Football Partnership Trust, participation in grassroots football was used as a conduit to inform children of the importance of staying active and a balanced, healthy diet. Meanwhile, the physical benefits of remaining engaged with football throughout one's life were emphasised through Walking Football. These benefits included increased joint strength and cardiovascular health, once more illustrating the benefits of remaining engaged in sport.

The benefits to a participant's mental health were also underlined throughout the year. In particular, the ability of football to reduce social isolation amongst Scotland's elderly was a key aspect to Walking Football's increased popularity.

Furthermore, through initiatives such as the Scottish FA's Schools of Football, sport was highlighted as a key tool in the personal and social development of young people across Scotland. The Scottish FA's 'Football Saved My Life' video series only served to further highlight the positive impact that football can have on an individual.

Growing participation across Scotland remains a priority for the Scottish FA moving forward. Areas for development are constantly being identified in the pursuit of delivering the best grassroots footballing experience possible to participants of all ages.

With the work of external partners – such as McDonald's Fun Football – complementing the drive of Scottish FA regional staff, the platform built in 2018 is set to be added to over the next twelve months.



COACH EDUCATION

Coach Education continues to be a growing sector in the Scottish FA's Football Development programme, as the association continued to promote high standards of coaching across the length and breadth of the country.

In excess of 10,000 participants took part in a Scottish FA coaching event in 2018, with over 3,000 coaches now holding a valid UEFA coaching licence thanks to Scottish FA courses.

The 2018 graduating cohort of the Scottish FA's Pro Licence



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

WHAT WERE THE BIG PLUS POINTS OF THE COACH EDUCATION/DEVELOPMENT PROGRAMME IN 2018?

One of the major plus points for us in 2018 included a conscious effort and investment by the association to try and ensure that our coach education offering is amongst the best, if not the best, in the world. We embarked on a more comprehensive tutor training programme, whilst further developing our online learning management system to try and offer the best possible service to our attending coaches. On top of all this, a further 28 coaches joined the very impressive list of alumni that have completed the UEFA Pro Licence through the Scottish FA.

We also consulted with stakeholders – both internal and external – with the aim of publishing our way of working through launching a framework or development plan, as well as reviewing our practices further with UEFA and higher education institutions.

The volume and scale of delivery of coach education continues to be very high, with demand from our coaching workforce continuing to increase. Perhaps this is testament to our good work, but regardless, people continue to show a passion and appetite to attend our courses and grow their knowledge for the benefit of the players they are working with.



HOW DID THE PROGRAMME GROW LAST YEAR?

Our coach education offering is well established and continues to support coaches working in grassroots, through to the professional game. With that in mind, we started to invest further in designated skilled coach education staff in the latter part of 2018.

We began a comprehensive consultation process to look at all of our courses, from their curriculum and method of delivery, to the resources provided and what we were offering.

We will continue these processes throughout 2019 with the aim of launching our improved and updated versions in early 2020, aligned with our development plan.

WHAT WERE THE KEY DEVELOPMENTS LAST YEAR?

We were successful in being awarded UEFA funding for more coaches in the female game to undertake our Scottish FA

C Licence and UEFA B Licence courses, creating bespoke courses for women as part of our continued development as a department.

Our collaborative work with our own Performance Department is something that we should not take lightly; this adds a tremendous amount of value, and expertise, to what we are trying to achieve. Allied to that, further involvement and consultation with sportscotland and other key bodies will allow us to shape the future of coach education, and the mode, method and models of delivery. If we have truly set our stall out to have a world class programme, then we must ensure that we stay abreast of developments of all other sports, and how they choose to deliver.

HOW IMPORTANT IS IT TO MAINTAIN SUCH HIGH STANDARDS IN COACH EDUCATION/DEVELOPMENT IN SCOTTISH FOOTBALL?

Quite simply, better coaches should result in better players. If we can equip our coaching

workforce with appropriate education structures and support, then, in turn, the playing and training provision for our players should become better. The improvements in our curriculum and in the delivery of our courses were made in order to give our coaches a richer, more robust learning experience.

Finally, we must endeavour to ensure that the further education and development of our coaches does not end on the final day of one of a coach education courses. Coaches will continue to develop through experiential learning, but we must also establish an appropriate continuous professional development (CPD) programme to afford opportunity to our coaches looking to flourish in the game, by improving their competencies in the many different facets presented to them in the modern game.



THE VALUE OF SCOTTISH FOOTBALL

A landmark UEFA study concluded that participation in grassroots football provides over £1 billion of value annually to Scottish society, illustrating the “unique tangible evidence” of the benefits of football nationwide.

Using a model created with input from a number of partners including sportscotland and Scottish Government, the UEFA Social Return on Investment (SROI) report saw Scotland become one of the first countries in Europe to partake in the study, which saw experts from educational institutions across the continent assist with research into the benefits provided by football participation.



NATIONAL MODEL

For the first time in its history, the Scottish FA was able to place a monetary value on participation in football as a result of the model, in addition to highlighting the incredible volunteer infrastructure that exists within the Scottish football community.

The SROI model was created by UEFA as part of their GROW programme, to provide National Associations with a tool to understand and demonstrate the value of football participation at all levels of the game.

The model also allowed the Scottish FA to expand on certain values. At the time of the study, 147,555 registered players were active in Scotland, providing a worth of €579.7 million to Scottish society. However, when the model was expanded to include total participants – in excess of 780,000 from across the country – the total

worth to society rose to €1.35 billion, with over €242 million of this a direct contribution to the Scottish economy.

Flagship findings underlined in the report included a preventative health spend in excess of €700 million across Scotland, with around €40 million worth of savings in the field of mental health at around 5000 cases prevented through participation in football.

Over €300 million worth of social benefits to Scottish society was also identified by the SROI model, as a direct link was identified between participation in grassroots football and the reduction of crime across the country. Furthermore, football was proven to greatly assist those not in employment, education or training, whilst simultaneously creating jobs.

€1.35 billion
= VALUE OF FOOTBALL TO SCOTTISH SOCIETY

40,000
JOBS CREATED DIRECTLY LINKED TO FOOTBALL PARTICIPATION

5,000
CASES OF MENTAL ILLNESS PREVENTED

€14.6 million
SOCIAL BENEFITS TO ABERDEEN & ABERDEENSHIRE

71,000
TOTAL PARTICIPANTS IN THE AREA

€74,000
WORTH OF CRIME REDUCTION IN THE REGION



REGIONAL MODEL – ABERDEEN & ABERDEENSHIRE

In addition to reporting on the overall benefits of participation to Scotland, the SROI model also examined the societal impact at a regional level, with the Scottish FA selecting Aberdeen and Aberdeenshire to be the report's case study.

Delivered in conjunction with Aberdeen FC and Aberdeen FC Community Trust, the report outlined a benefit of €110.4 million to the region based on a total of 71,000 total participants. Included in this figure was a direct contribution of nearly €19 million to the economy and almost €77 million worth of healthcare savings directly attributable to participation in football.

Furthermore, the region was shown to benefit from the creation of over 1,000 jobs directly linked to football participation. These employment opportunities ranged from those embedded within the sports industry to jobs created through investment in the local construction industry.

The regional findings were hailed at all levels, from those associated with football at the grassroots level to Scottish FA officials. The region's MP, Kirsty Blackman, also praised the findings and took the opportunity to further highlight the importance of football to the local area – a view shared by participants and officials nationwide.



OUTCOMES

The report firmly underlines the extent to which football delivers on the Scottish Government's National Performance Framework. Aimed at increasing opportunities for individuals from across a range of backgrounds, the Framework and football can clearly be shown to be working in tandem, towards the same common goal.

Football, through its vast network of clubs and delivery partners, can also be shown to deliver upon the aims outlined in the Active Scotland Framework. With an end goal of creating a society where more people are more active, more often, it is apparent that football can and will play a key role in ensuring Scottish society engages with key government strategies. The Scottish football community has known for decades the positive impact the beautiful game has on the population; the findings from the report demonstrate how vital football truly is to the nation.



GIRLS' AND WOMEN'S FOOTBALL

In a year where Scotland made history by qualifying for its first-ever FIFA Women's World Cup, participation in football at the grassroots level continued to rise amongst women and girls across the country.

The number of registered female players in Scotland exceeded 14,000 for the first time in the history of the Scottish FA, an increase of 14% from 2017 and evidence of the continually rising appetite for women's football nationwide.

Working closely with colleagues at Scottish Women's Football, the Scottish FA continued to increase the number of opportunities available to women and girls over the course of 2018 as the nation was well and truly inspired by the feats of Shelley Kerr and her side.



SCOTTISH FA SOCCER CENTRES PRESENTED BY SSE

The Scottish FA Soccer Centres have become a cornerstone of the Scottish FA's strategy for women's and girls' football since their inception in 2017, allowing girls between the ages of five and 12 to develop their footballing skills in conjunction with local partners.

The Centres received a major boost in April last year, following the announcement of SSE as the new title sponsor for the programme. Over 100 girls from local primary schools joined Scotland internationals Lee Alexander and Claire Emslie, as well as SWNT head coach Shelley Kerr, at the SSE Hydro for the launch of the partnership, an exciting development in the girls and women's game.

82 venues across the six Scottish FA regions welcomed over 1600 participants in 2018, highlighting

the ongoing benefits of the Centres at both a grassroots and national level. Each Centre has a designated SWNT ambassador, with the work ethic and enthusiasm of the squad making them a natural choice to inspire young girls across Scotland.

Driving the women's and girls' pathway across Scotland remains a key focus for the Scottish FA. Alongside SWF, the Soccer Centres allow the association to push for an increase in participation in a sustainable manner. That drive appears to be paying dividends – an SSE survey revealed that more girls across the country are being encouraged to take part in football than ever before, an assertion supported by a 15% growth in Scottish FA participation figures for girls under the age of 18.



WE PLAY STRONG CENTRES

Following the success of the Soccer Centres, the Scottish FA launched a new programme in 2018 aimed at increasing player retention in the 12-17 year-old girls age group.

Utilising UEFA's Together #WePlayStrong brand, the We Play Strong Centres were launched with the aim of promoting football as a relaxed and engaging place for teenage girls, an age group that has traditionally proven difficult when it comes to ensuring the continued engagement of players.

The new We Play Strong Centres were launched by Joelle Murray and Jamie Lee Napier in October 2018

in the wake of Scotland's qualification for the 2019 FIFA Women's World Cup. The Centres see Scottish FA development officers delivering the programme alongside PE staff at 83 high schools across Scotland, promoting the Centres as a flexible footballing environment.

Still in its infancy, the We Play Strong Centre programme are set to come into their own in 2019. The Scottish FA intends for the Centres to promote football amongst the targeted age group, whilst also providing casual participants with an alternative to a potentially daunting club environment.



SWNT defender Joelle Murray and Scotland Under-19s forward Jamie-Lee Napier at the We Play Strong Centres launch

Scotland goalkeeper Lee Alexander at the launch event to welcome SSE on board as sponsor of the Girls' Soccer Centres

REGIONAL YOUTH LEAGUES

The Scottish FA and SWF took a major step in restructuring regional youth leagues in 2018, continuing to work together to provide the best possible footballing experience for young girls nationwide.

Working on anecdotal, the two organisations worked together to separate the national performance teams from the regional youth leagues, creating an additional performance pathway alongside the pre-existing structure.

Consequently, player retention amongst 13-15 year-old girls has increased following steady decline in recent years. This can be attributed to a greater number of competitive matches at age and skill-appropriate levels, with one-sided fixtures becoming less frequent due to the introduction of the performance pathway. The two associations will continue to monitor the statistics throughout 2019, working on their findings to continue to strive for excellence.

PARA-FOOTBALL



The Scottish FA maintained its position in 2018 as a world-leader in the development of Para-Football, continuing its dedication to providing Football For All across the country.

Having announced its intention to create the world's first Affiliated National Association (ANA) for Para-Football, 2018 saw the Scottish FA make significant strides towards ensuring that this goal becomes a reality. The proposed ANA was accepted as an entity at the 2018 Scottish FA AGM, before being accepted as part of the ongoing Scottish FA board structure.

Sitting on the Non-Professional Game Board, the new ANA will be the first such association within the Scottish FA structure for over four decades and will provide a direct voice for nine strands under the Para-Football umbrella: Amputee Football, Cerebral Palsy Football, Deaf Football, Football Memories Scotland, Frame Football,

Learning Disability Football, Mental Health Football, Powerchair Football and Visual Impairment Football.

Final details on the ANA – which achieved charitable status in 2018 – will be confirmed in 2019, with the aim of providing a greater wealth of opportunities for participants of all ages and abilities from a diverse range of communities across Scotland.

The Scottish FA invested over £100,000 across the nine strands of Para-Football in its continued commitment to this aim, helping to develop infrastructure and league structures nationwide in addition to the continued provision of support to Scotland's Para-Football coaches, volunteers and players.



2018 SUCCESSES

For the first time in its history, the Scottish FA was able to support five international Para-Football squads in 2018.

In addition to the Home Nations-winning Scotland Under-19s Learning Disability squad, Scotland was represented by teams in Powerchair Football, Deaf Football, Cerebral Palsy Football and Amputee Football, each of whom represented their country with pride and distinction.

Over 20 games involved Scottish representative teams across 2018, continuing the growth of Para-Football on a national level.



FOOTBALL MEMORIES SCOTLAND

The Scottish FA was proud to support Football Memories Scotland in the hosting of their first National Conference in 2018, with ambassadors from across the globe gathering at Hampden Park in November.

Since its inception in 2009, the Football Memories project has gained a worldwide reputation due to its impact in helping to stimulate mental recall amongst Alzheimer's sufferers through the medium of football.

Having expanded to over 200 groups across Scotland, the Conference allowed representatives from England, the Netherlands, the USA and Brazil to learn from their Scottish counterparts with a view to establishing their own Football Memories groups.

Sports Minister Joe FitzPatrick was amongst those in attendance at the event, with the Conference receiving media coverage from publications nationwide.

CLUB DEVELOPMENT

Scotland's community clubs continued to flourish in 2018, with a record number of clubs across the country achieving the Scottish FA's prestigious Quality Mark status.

In total, 552 clubs were rewarded for their efforts in developing Scotland's grassroots game, including 62 that achieved the programme's top level of award. From Broxburn to Stonehaven and from Dundee West to Port Glasgow, the continued development of football at all levels was in evidence nationwide.

One of the Scottish FA's flagship Football Development initiatives, the Quality Mark programme has proven to be a runaway success over the past decade. The record levels of involvement in 2018 testify to its importance across Scotland's grassroots footballing community.

The past 12 months have seen some significant developments in Quality Mark's structure, with areas for improvement and development highlighted at the conclusion of 2017.



A working group within the Scottish FA was established at the outset of 2018, tasked with investigating how best to incorporate these improvements and developments into the existing and successful Quality Mark programme.

Based on the findings of the working group, it was recommended that changes were made to the existing framework and criteria of each level of the initiative. One benefit of these changes will be a closer alignment of Quality Mark and UEFA's Club Licencing programme, which seeks to continuously improve

standards of grassroots football across Europe.

Changes were also made to the branding of each of the programme's four tiers; whereas clubs could previously achieve Standard, Development, Community or Legacy status, the stages have now been rebranded to Bronze, Silver, Gold and Platinum in an attempt to streamline the application process for clubs nationwide.

These developments were enacted towards the close of 2018, with clubs already striving to continue their excellent work in supporting Football For All under the new criteria.

GRASSROOTS AWARDS



Grassroots champions from across Scotland were the toast of the 2018 Scottish FA Grassroots Awards, presented by McDonald's and the Sunday Mail, as the great and good of Scottish football turned out at Hampden Park for a celebration of the sport.

In front of the likes of Shelley Kerr and Alex McLeish, the night paid tribute to the tireless work of volunteers from all sectors of the grassroots game, both on and off the pitch.

Robbie Anderson of Spartans was revealed as the winner with merit in the People's Award category, with West Park's Kirsty Cunningham and Peter Kingston of Riverside CFC also recognised by the prize.

The Best Volunteer in Adult Football prize went to George Allan of Morgan FP AFC, with Josephine Rodger claiming the award for Best Volunteer in Youth Football for her work with Milton AFC.

Blackburn United FC's Nigel Thorpe was presented with the

award for Best Volunteer in Girls' and Women's Football, with Ben Mitchell rounding out the individual awards by claiming the prize for Best Young Person.

Hibernian Community Foundation's efforts were recognised with the award for Best Professional Club in the Community, whilst the prize for Best Community Football for All Project was presented to Queen's Park FC for their Talking Recovery programme.

The award for Best Para-Football Project was presented to Broxburn United after the success of their Team United Sports initiative, with the night's Special Recognition Award going to the Football Memories Project for their nationally-acclaimed programme.

Finally, Dundee West CFC took home the prize for Best Community Football Club, after a landmark year for the Taysiders.

The night also allowed those in attendance to remember the 2017 People's Award winner Jane Lavery, who sadly passed away earlier this year.

TRIBUTE TO JANE LAVERY

Jane Lavery embodied everything that is great about the sport we love.

A relative latecomer to football, you could be forgiven if you thought that Jane worked like she was making up for lost time. Her tireless work and dedication to improving the opportunities available to young girls and para-footballers at Pollok United was, and remains, truly inspirational.

Jane is the example that should be held up to all prospective grassroots volunteers. The impact of her work has already been felt by dozens of young footballers and will continue to be felt in years to come. Not only has Pollok lost a pillar of the local community, but Scottish football is a poorer place without Jane.

Our People's Award winners this year, like grassroots volunteers across the country, strive to follow in the footsteps of Jane. Scottish football flourishes because of the hours dedicated to the game by volunteer coaches, referees and club officials across the length and breadth of the country, and long may it continue to do so.

By Andy Gould, Head of Football Development

AWARD WINNERS

People's Award with Merit
Robbie Anderson

People's Award
Kirsty Cunningham and Peter Kingston

Best Volunteer in Adult Football
George Allan

Best Volunteer in Youth Football
Josephine Rodger

Best Volunteer in Girls' and Women's Football
Nigel Thorpe

Best Young Person
Ben Mitchell

Best Professional Club in the Community
Hibernian Community Foundation

Best Community Football For All Project
Queen's Park FC

Best Para-Football Project
Broxburn United

Best Community Football Club
Dundee West CFC
Special Recognition Award
Football Memories





IMPROVING FOOTBALL'S FINANCES

FINANCIAL REPORT

The Scottish FA was able to deliver an eight-figure pay-out for members, with a record amount of over £11 million distributed to member clubs and associations during the year, despite a drop in turnover from 2018.

The payments support the growth of the game at all levels and are intended to reward members for their dedication to core components of the Scottish FA's strategic plan, including the development of home-grown elite players for club first teams and Scotland national teams and improvement of standards through club licensing.

Member clubs participating in Club Academy Scotland, the Scottish FA's youth performance programme, received more than £2.5m 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.

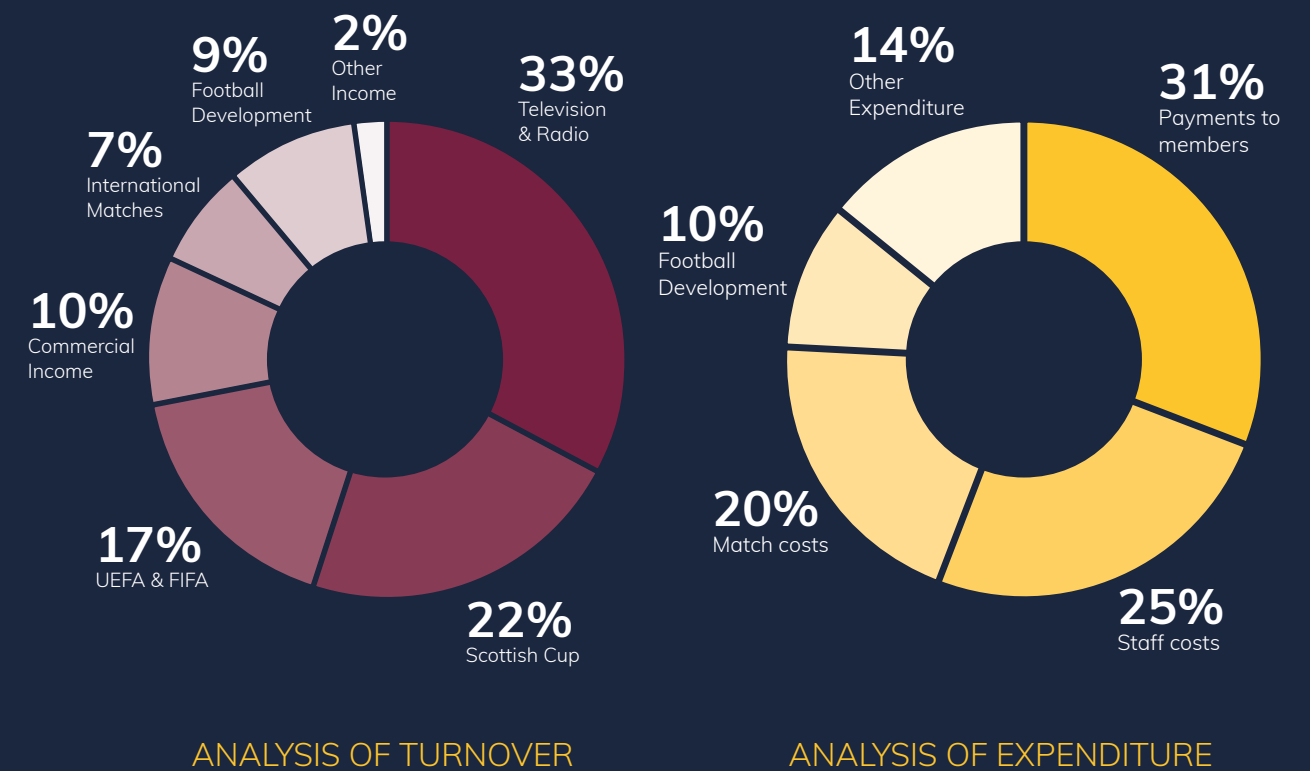
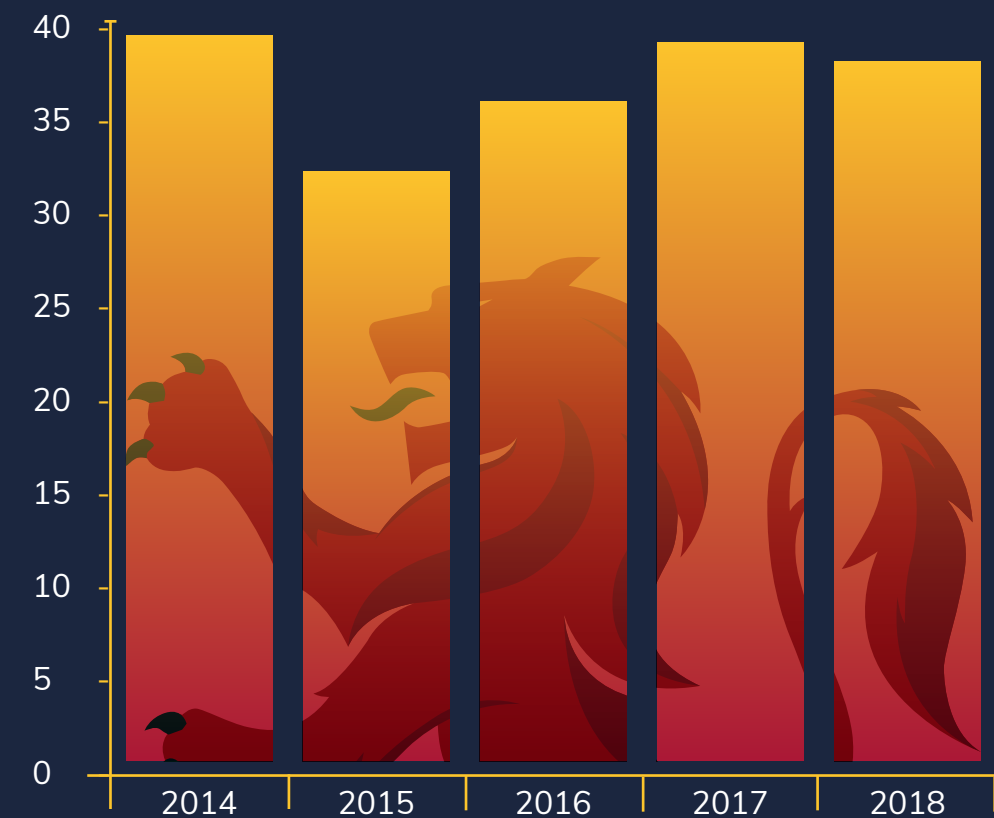
Furthermore, over £6m of revenue from the William Hill Scottish Cup was distributed to participating clubs, derived from broadcasting, sponsorship and proceeds from the semi-finals and final.

The main reason for the 2.5% decrease in year on year turnover was the reduction in competitive Men's A fixtures – with only two competitive home games in the new Nations League format. This was partly compensated

by increased funding from UEFA and FIFA, including the renewal of the centralised agreement in respect of international media rights up to 2022, fees for Scotland's participation in the UEFA Nations League and an additional bonus for winning our group. Income from the William Hill Scottish Cup, including sponsorship, broadcasting and gate receipts, also remained a significant source of income.

The Finance and Commercial teams continue to place significant focus on controlling operational costs and securing the renewal of long term sponsorship and broadcasting contracts across the Group's main assets.

FIVE YEAR GROUP TURNOVER



COMMERCIAL REPORT

Turnover for the Scottish FA in 2018 was reported at £31.6m, marking another successful year where distribution to members hit a record level.

Breakdown of the Commercial Revenues contribution to turnover:

BROADCASTING

In partnership with IMG, the William Hill Scottish Cup broadcasting deal was extended for a further six years with a selection of Scottish Cup fixtures being broadcast on BBC Scotland and Premier Sports.

MATCHDAY

Scotland's men's team secured a further £1.9m solidarity & winners fees through the Nations League alongside the UEFA-centralised broadcast agreement. Cumulative match attendances of 99k generated an additional £2.1m in gate receipts during the campaign, whilst the William Hill Scottish Cup generated revenue of £7.1m across 2017/18.

SPONSORSHIP

The Scottish FA renewed its key relationships with partners during 2018. McDonalds, Mars, Specsavers, adidas and JD Sports all extended their relationships with the association, joining fellow existing partners William Hill and SSE. In addition, Diageo, Network Rail and Sportseen joined the partner group and will offer support across CSR campaigns, Football Development and digital advertising, while both Adidas and JD Sports partnerships have been extended until the end of 2022.

WILLIAM HILL

2018 saw the launch of the William Hill Mental Health and Wellbeing League, which aims to harness the power of football to provide support to those suffering from mental health issues. William Hill also continued

their sponsorship of the Scottish Cup, culminating in the spectacle of May's showpiece final at Hampden Park.

MCDONALD'S

A new programme that aims to provide five million hours of football to young children nationwide, McDonald's Fun Football became a new addition to the Scottish FA community football programme in 2018. McDonald's also continued their support of the Scottish FA Grassroots Awards, while McDonald's Community Football Days took place across the country involving stars such as James McFadden.

SPECSAVERS

Specsavers' support of Scottish football match officials continued in 2018, with activity including store visits by top Scottish officials and match day mascot competitions for the William Hill Scottish Cup final.

DIAGEO

The Scottish FA and Diageo kicked-off a major new alcohol education campaign with the goal of reaching a million Scots with responsible drinking messaging. The Drink Positive campaign uses the William Hill Scottish Cup as a platform to encourage football fans, coaches and players to be aware of the effects of alcohol on the body in consideration of a healthy, balanced, diet.

MARS

Mars continued to work in partnership with the Scottish FA to deliver the successful, nationwide initiative, The Scottish FA Mars Just Play programme. Mars is committed to encouraging a healthy, active lifestyle in partnership with the Scottish FA.

NETWORK RAIL

Network Rail partnered with the Scottish FA to deliver a series of football camps across central Scotland intended to keep young people safe



around railway lines. The Network Rail-supported football camps provide young people aged 5-14 years with an opportunity to participate in football during holiday periods.

SSE

The Scottish FA Girls' Soccer Centres presented by SSE were launched at the SSE Hydro in 2018. Designed to help a new generation of girls aged between 5-12 years old to fall in love with football in a fun environment, with over 1000 children enrolled in 2018.

RETAIL & LICENSING

Following the SWNT's qualification for the 2019 Women's World Cup, Adidas produced a bespoke women's cut home and away kit, with Panini to produce the official tournament sticker album. The current license portfolio has grown considerably over the past 12 months. The new licensees joining the Scottish FA include Konami, The Big Incentives Group and Score Draw & Toffs, whilst renewals were agreed with Bawbags, EA Sports, Source Lab and Am Ball.

SCOTLAND SUPPORTERS CLUB

The start of a new two year cycle began in 2018 for the Scotland Supporters Club, which continues to be the largest paid for membership in European international football, with some 23,000 members joining the club or renewing their membership.

MEMBERSHIP CHANGES

2018 also saw a number of changes introduced to the membership proposition, made on the back of an extensive research project, carried out over 2017. Research saw six focus groups held across Aberdeen, Edinburgh and Glasgow, before an online survey was conducted among 4,000 respondents made up of both members and non-members.

Changes included reduced membership prices, with kids now able to renew their membership for just £5 and join for just £10. Discount windows for both tickets and memberships were removed, meaning members no longer have a deadline to take advantage of their discount for single match tickets and for renewing their membership. Match ticket discounts were increased to £5 per match, with members able to enjoy a further discount when purchasing a match package.

Two match packages were introduced for the duration of the 2018/19 membership, with the 2018 package including the autumn fixtures against Belgium, Albania, Portugal and Israel. The 2019 home match package, meanwhile, encompasses all European Qualifiers for UEFA Euro 2020, at Hampden, and is available exclusively to members, with over 8,300 fans snapping this up as the cheapest way to see our men's national team play.

All of these changes made as a result of the research were decided by the members, for the members. These changes also included a revamped points system, whereby anyone attending a home match is now

awarded one point, with anyone attending an away match awarded two points. Points were also awarded for renewing membership and for being a member with three or more consecutive campaigns as part of the Scotland Supporters Club.

A CLUB FOR ALL OF US

These were just some of the ways in which the Scotland Supporters Club sought to reward its members in 2018, with an impetus on inclusivity, which was reflected in the marketing campaign "A club for all of us". The core idea of the campaign was that while individuals may support different teams for most of the year, the Scotland National Team can bring everyone together like nothing else can, no matter who you are or what your background is.

2018 also saw more exclusive Scotland Supporters Club events than ever before, with the hugely successful pre-match parties returning for another year. Fans were able to enjoy a pre-match drink and get up close and personal with Scotland legends such as Colin Hendry, Roy Aitken and Jackie McNamara before home UEFA Nations League and international friendly matches.

Out with match days, members were able to attend exclusive Scotland Supporters Club quiz events in Dunfermline and Aberdeen, with some great prizes up for grabs. In addition, members were able to meet their heroes at open training sessions held at Oriam during squad training camps.

Away from home, the Scotland Supporters Club continued to do its country proud, with 1,000 members travelling to the first friendly of the year against Hungary in

Budapest. In the summer of 2018, our long-haul friendly double header saw a loyal 365 members travelling to Peru and 425 to Mexico.

The autumn fixtures saw 2,540 fans attend the UEFA Nations League Group C1 match against Israel in Haifa, with nearly 2,000 supporters roaring Scotland onto a thumping 4-0 victory over Albania in Shkoder; a crucial result as the team went on to win the group, earn promotion to League B and secure a guaranteed UEFA EURO 2020 play-off place.

Ticketing and Membership Operations Manager Siobhan Boyd said: 'It never fails to amaze me how loyal the Scotland Supporters Club members are to our Scotland nationals teams – it's incredible.

"Our aim here at the Scottish FA is to continue to deliver excellent service, listen to our members, continue to evolve the membership package and attract a new generation of supporters."



MARKETING & COMMUNICATIONS

The Marketing and Communications department continued to build on the strong foundations laid in the previous 18 months, with the five GAMEplans providing strong results in the core focus areas for the association.

MEN'S A

The introduction of a new international competition, the UEFA Nations League, brought a new Men's A marketing campaign. With the end line "Nothing Matters More" the messaging seeks to reinforce the widely held belief that there is no greater honour in football than representing your country. Work has been carried out across the association to update our brand and the way we speak to our fans, and as such, a lot of work has gone on to align "Nothing Matters More" with wider Scottish FA activity.

Fan experience was a key priority in 2018 – digital content maintaining a keen focus on bringing fans closer to the players, while more Scotland Supporters Club events were held across Scotland than ever before.

GIRLS' AND WOMEN'S

Girls' and Women's promotion focused of two core areas: grassroots and national teams.

At grassroots level, SSE kicked off their support of the Soccer Centre programme at a launch event at the Hydro, with more than 1,000 girls enrolled across 82 Soccer Centres by the end of 2018 thanks to their investment. The We Play Strong centres, meanwhile, were launched in conjunction with UEFA, with the aim of increasing participation



in grassroots football for girls between the ages of 12 and 16 across Scotland.

Activity for the SWNT sought to capitalise on the unique opportunity afforded by qualification for the FIFA Women's World Cup. An increased marketing drive saw a record crowd of 4,098 watch the team beat top seeds Switzerland in Paisley, while a similar-sized crowd welcomed the world champions USA to the same stadium in the autumn.

SCOTTISH CUP

Another memorable Scottish Cup season culminated in the showpiece final between Celtic and Motherwell on 19 May 2018, with Celtic emerging victorious to claim the double treble.

The efforts of the marketing and communications team remained focused on connecting with fans'

own unforgettable memories of the cup, both recent and historic – seeking to remind Scottish football fans that the Scottish Cup can give us experiences like almost nothing else in life.

The Scottish Cup tour reached record numbers with the trophy travelling further than ever before, crossing land and sea to visit the Shetland Islands, proving to fans across the country that the competition and the trophy is truly their cup. In addition, featured matches took place in the early rounds of the 2018/19 season, bringing the trophy and unique memories to Galashiels, Rothes and Beith.

The effort to establish the magic of the cup was mirrored in the digital content produced throughout 2018, not least in the "Keep it off the deck" challenge series undertaken by teams from the first round through to the final.

FOOTBALL DEVELOPMENT

Promotion of the Scottish FA's grassroots initiatives focused around story-telling, with an increased emphasis on engaging web content on our own channels and increased media activity across local and national publications. The annual UEFA Grassroots Week celebration benefitted from a cohesive strategy, resulting in significant promotion across the country, as did the UEFA SROI study.

The launch of the video series Football Saved My Life, the flagship promotional initiative for the Football Development department, experienced almost universally positive feedback on its first video featuring Paul McNeill. The video had garnered over half a million views by the end of 2018 alone.

PERFORMANCE

Performance marketing activity continued to focus on building an audience for our national youth teams while raising the profile of the experts within the organisation. This was achieved via live streaming of home youth internationals, behind the scenes videos, podcasts and website content. We also conducted social media training with a number of youth international squads.

Another focus was to show young players, coaches and parents what it takes to be an international footballer and create content for YouTube and our website that can act as a resource for any fan or aspiring player interested in seeing the skills necessary to make it to the top. The video resources have been well-received and utilised across all levels of the game.

DIGITAL ENGAGEMENT

Digital activity for the Scottish FA focusses on a number of different areas throughout 2018. One of the key projects focused on continued development of the Scottish FA website with the intention of establishing it as the home of Scottish Football.

Continued focus on email marketing and data collection was also identified as core priority, with email marketing proving to be one of our most successful channels for driving revenue. Content creation was also a big focus area across the likes of Scotland National Team and Scottish Cup social



accounts, as a way of raising profile of the Scottish FA and its partners. Away from Hampden, digital support was also provided to a number of member clubs throughout the course of the year.

SOCIAL MEDIA FOLLOWERS

	2016	2017	2018	Growth from 2017
Scotland National Team Facebook:	463,671	472,603	476,563	(+3960)
Scottish Cup Facebook:	56,997	63,863	65,821	(+1958)
Scottish FA Twitter:	186,545	238,881	263,877	(+24,996)
Scottish Cup Twitter:		8,538	14,837	(+6299)
Scotland NT Twitter:			30,624*	
Scotland National Team Instagram:	70,348	92,396	132,955	(+40,559)
Scottish Cup Instagram:	1,500	4,094	6296	(+2202)
Scotland National Team YouTube:	12,903	18,938	26,662	(+7724)
Scottish Cup YouTube:	7,282	10,441	14,054	(+2613)

*New for 2018

TOTAL SOCIAL REACH:

1,031,689



**LEADING
THE GAME**

REGISTRATIONS

SCOTTISH FA CLUB ACADEMY SCOTLAND AND ADVANCED YOUTH PROGRAMME

Club Academy Scotland (CAS) and the Advanced Youth Programme is a performance-based youth football development programme organised and managed by the Scottish FA for Clubs in membership of the Scottish Professional Football League (SPFL).

One of the key elements of CAS has been the switch at certain age levels to a summer playing season, resulting in a major change to the registration process and end of season procedure carried out by Clubs for the majority of players participating in CAS.

Players in the under-11 to under-15 age groups are now registered for a calendar year, as opposed to the traditional Scottish season of July of one year to the end of June the next year.

Another change to the rules now allows a Club to register a player in CAS aged nine, providing he will attain the age of ten during the course of the season of signing.

2018 also saw an update and change to the matrix used to calculate the reimbursement of training costs for players moving between CAS Clubs which is now based upon a percentage of the clubs' CAS payment.

Another aim of Project Brave was to develop a challenging performance environment and structure for Scotland's elite and talented young players. This has seen a reduction to the number of registered players participating in Club Academy Scotland over the course of 2018 to approximately 2000.

In addition to the age levels at which players are registered for CAS, clubs achieving Elite,



Performance (Progressive) and Performance status are required to formally demonstrate the operation of an organised programme for the sourcing and development of players aged nine and under.

The transition has gone smoothly, with the new rules being built into the online registration system.

The changes have had a positive impact on the working pattern of both the clubs and the Scottish FA's Registration Department, due to the fact that CAS players are now re-registered or taken forward in either June or December of each year, depending upon the age of the player.

This has resulted in a reduction to the number of registrations

being processed at the peak period of June and July, with an increase to registrations being processed in the month of December resulting in a more even flow to the working pattern of the department.

SEMINARS

Throughout 2018, the Registrations Department, in conjunction with the Disciplinary Department, arranged and organised a series of seminars for member clubs of the East and South of Scotland Leagues, Lowland League and the North Caledonian League. These seminars were held to remind each club of all aspects of the process of registration and to provide information on any amendments to rules or new processes.

COMPLIANCE REVIEW

Seaon 2018/19 saw a number of milestones in Compliance: the appointment of a new Compliance Officer; an increase in the number of clubs falling under the jurisdiction of the JPP; and a redesigned Fast Track process.

Clare Whyte joined the Association from the Crown Office and Procurator Fiscal Service in August 2018, following the departure of previous Compliance Officer, Tony McGlennan.

Whyte's arrival coincided not only with changes to the process of dealing with Fast Track cases, but with an increase of 21% from the previous season in the number of Ordinary Track matters reported for the Compliance Officer's consideration.

This increase is due in part to the greater number of clubs that now fall within the jurisdiction of the JPP and in part to an increase in the reporting by match officials of incidences of mass confrontation and mobbing.

In 169 of the cases reported, no further formal disciplinary action was taken following investigation by the Compliance Officer.

A further 114 cases were disposed of by way of warning letter and 33 cases

were dealt with by way of a Fixed Notice of Suspension, negating the need for a hearing.

Of the 101 ordinary track matters that proceeded to Tribunal, 55 were admitted, 27 were proved in whole or in part, six were not proved and 13 cases were still to be heard at the time of writing.

Engagement with clubs, players' representatives, the Head of Referee Operations, and the Scottish Senior Football Referees Association over the course of season 2017/18 resulted in changes to Section 13 of the JPP for the new season.

Whilst all parties agreed that the revisions to Fast Track Proceedings put in place for Season 2018/19 were appropriate and necessary, the revised system has taken some time to bed in.

Under the revised provisions, the Compliance Officer is no longer involved in the claims process. Instead, the claimants submit written and video evidence and the Tribunal deal with the case by web conference, without the club or the player requiring to attend the hearing. This new procedure is intended to make the process quicker and more streamlined.

CLAIMS

There have been 30 claims raised this season, with 13 upheld in whole or in part, 16 dismissed and one withdrawn.

Under the redesigned system, the Compliance Officer only issues Fast Track Notices of Complaint for unseen sending off offences/acts of simulation, where three former match officials, having viewed video footage of the incident separately and unanimously opine that the act amounts to a sending off offence/act of simulation.

58 cases have been considered for potential Fast Track proceedings by the Compliance Officer this past season. Following investigation, 12 Fast Track Notices of Complaint were raised, six of which were admitted and six proved.

There has been a focussed effort this season to improve transparency and understanding of the disciplinary processes. To that end, the disciplinary section of the Scottish FA website has been regularly updated to include the recent determinations of the disciplinary tribunals, along with full written reasons for each of the cases determined by a Fast Track Tribunal.

COMPLIANCE REVIEW AS AT 8 MAY 2019

CLUBS BY LEAGUE/ ASSOCIATION	OUTCOME OF CASES CONSIDERED BY THE CO				
	Cases referred to the Compliance Officer	Cases considered by a Tribunal at a Hearing	Cases where Fixed Suspension Accepted	Cases where Warning Letter Issued	No further formal disciplinary action taken
SPFL Premiership	87	12	7	30	38
SPFL Championship	58	11	2	17	28
SPFL League 1	26	3	2	7	14
SPFL League 2	28	5	5	8	10
Scottish Highland Football League	38	4	5	14	15
Scottish Lowland Football League	34	8	4	7	15
South of Scotland League	37	19	1	8	9
East of Scotland League	73	26	5	17	25
North Caledonian League	2	1	0	0	1
Club Academy Scotland	17	4	1	5	7
Scottish Women's Football	9	4	0	0	5
Scottish Amateur FA	1	1	0	0	0
Foreign Clubs (Irn Bru Cup)	4	0	1	1	2
Referees	3	3	0	0	0
Fast Track Cases	58	12	n/a	n/a	46
Total Cases	475	113	33	114	215

Of the 113 cases which went to a hearing, 61 were admitted, 33 were proved, 6 were not proved and 13 have still to be heard.

REFEREE OPERATIONS

2 018 was a historic year within world football, following the formal approval of Video Assistant Referees (VAR) within the Laws of the Game and its introduction at the 2018 FIFA World Cup in Russia.

The Scottish FA's Head of Refereeing John Fleming has played an integral role within IFAB to ensure this progress within the game at the highest level. Two of our international officials, William Collum and Bobby Madden, also completed a VAR Accreditation course with IFAB through UEFA, with 70 countries now utilising – or intending to utilise – the technology.

The continued success of the Scotland Womens National Team has provided opportunities for the Scottish FA's female officials, highlighted by Kylie Cockburn's inclusion at the FIFA Women's Under 17s World Cup in Uruguay. Cockburn was appointed to three matches, including the match for third place between New Zealand and Canada. Cockburn's stock continued to rise as she was selected as part of the 18-strong assistant referee delegation for the FIFA Women's World Cup, with the Scottish FA official to travel to France this summer.

The rise of Gordon McCabe to become Scotland's first-ever FIFA Futsal Referee provided another landmark moment for the Scottish FA. Futsal's rise in Scotland over recent years has coincided with a developing pathway for Scottish FA officials, with McCabe participating in his first international course in Bucharest.



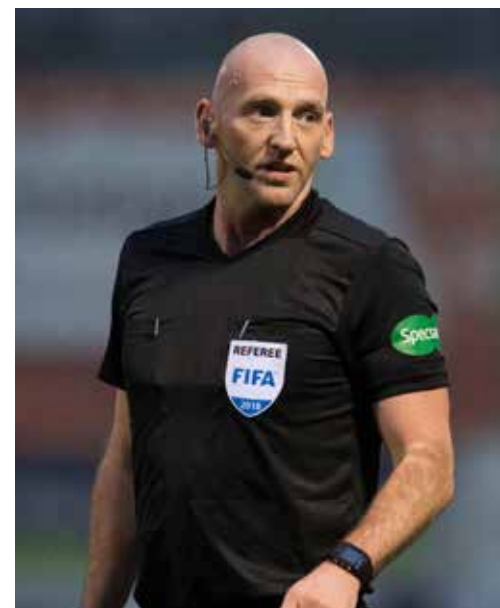
NATIONAL PLAN

2018 also saw the beginning of the Scottish FA's National Plan, focusing on recruitment, education, development and retention. In line with this, an online referee development course has been launched. A significant project, the course aims to make a positive impact on recruiting the future generations of referees in Scotland, as well as improving the accessibility of the course nationwide.

A key component of the National Plan, the Scottish Centre of Refereeing Excellence – delivered in conjunction with Oriam and Heriot Watt University – plays a crucial role in the association's talent identification programme. Now in its third cohort, the centre has produced 18 graduates and 43 promotions to date. Lloyd Wilson has become the first Category 1 referee to be developed through this programme, whilst the centre has also produced five specialist assistant referees.

The SQA programme continues to go from strength to strength, with 35 secondary schools delivering the award to over 500 candidates in 2018. This course is now embedded within Scottish refereeing and plays an integral role in promoting the positive aspects of refereeing by providing a mechanism to remove access barriers to minority groups to assist with our equality plan. This course has provided candidates from all backgrounds with the opportunity to become a referee and learn about the laws of the game within a school setting.

The programme was recognised by the Scottish Qualifications Authority (SQA) at the 2018 annual Star Awards in a ceremony held at Kelvingrove Art Gallery and Museum in Glasgow. The initiative picked up a 'highly commended' award in the Promoting Inclusion category, in recognition of the work of the programme in encouraging participation in officiating within Scottish football.



EQUALITY AND DIVERSITY

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 dedicated to providing opportunities for everyone to participate in football at all levels and ensuring that no individual should be discriminated against regardless of their protected characteristics, as identified within the Equality Act 2010.

Every member of staff within the organisation embraces the equality and diversity principles and practices of all relevant processes in all work, 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 everyone within Scotland. This commitment has been enhanced in 2018 through unique collaborative initiatives and programmes, with various equality stakeholders. This has reinforced our dedicated aim of equality and inclusive football for all under-represented communities.

Examples of this in 2018 include 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 and Stonewall Scotland, amongst others.

This continues with our lasting commitment within Para-Football and the creation of the Para-Football Working Group, bringing together the nine Para-Football Game Leader Organisations to support the growth of the game in Scotland.



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 and act as a framework to guide sports and community organisations towards achieving equality.

Having achieved Foundation Level in 2009, Preliminary Level in 2012, and Intermediate Level in 2014, 2018 saw the Scottish FA achieve the prestigious Advanced Level – making the Scottish FA one of only a small number of National Governing Bodies and the first Football Association across the UK to be presented with this award.



Q&A WITH DIVERSITY & INCLUSION MANAGER DAVID MCARDLE

WHAT HAVE BEEN THE KEY ACHIEVEMENTS IN 2018?

It has been a busy year for equality at the Scottish FA. The continued growth and development of our Equality and Diversity Advisory Board and the continued success of the Scottish Youth Ambassador programme, which allows young people to have a voice within the Scottish FA, have proven valuable contributions.

We continued progression towards creating the World's first Para-Football Affiliated National Association bringing together the nine Para-Football Game Leader Organisations under one National umbrella. 2018 saw the Scottish FA accept the membership of Scottish Para-Football Association to the Non Professional Board, allowing for the first time Para-Football in Scotland has had a meaningful voice within the Scottish game.

WHAT ARE YOUR TARGETS FOR 2019?

We're really honoured to have been recognised as leading best practice amongst member associations at UEFA and FIFA for our work in this area and will continue to support fellow Football Associations in driving this important area.

This is strengthened by the Scottish FA's invitation to sit on a UEFA Disability experts group to support UEFA and its members Associations in developing this area of the sport.

In addition to the Scotland Women's National Team's qualification for the FIFA Women's World Cup, 2019 will also bring the UEFA Women's Under 19 European Championships to Scotland, further underscoring our commitment to equality and growing the Girls' and Women's game across the nation.

CHILDREN'S WELLBEING AND PROTECTION

The wellbeing and protection of children and young people involved in Scottish football remains of paramount importance to the Scottish FA. Our vision is that children and young people benefit from football in a safe environment, regardless of their role within the game.

To ensure this, we work with our members to give support to ensure consistent minimum standards are in place and complied with across the game. We work with external child wellbeing and protection partners within Scotland and the UK and in early 2018 we were invited to be part of a FIFA working group to develop a Child Wellbeing and Protection toolkit for its 210 Member Associations.



CHILD WELLBEING AND PROTECTION STANDARDS

2018 saw the full implementation of the minimum standards for child wellbeing and protection set out in the Scottish FA Board Directive of October 2016 across all levels of the game. The minimum standards were included within all levels of Member Club Licensing for the first time in 2018.

sportscotland launched its new Standards for Child Wellbeing and Protection in Sport in December 2017. Over the course of the following 12 months, the Scottish FA worked towards implementing these standards, including an initial assessment by the Safeguarding in Sport service of the association's progress.



LEARNING & DEVELOPMENT

Building knowledge and capacity across the game remained a key focus of the team in 2018. 19,579 people working with children and young people in Scottish Football undertook training on 'Children's Wellbeing in Scottish Football' and 934 Child Wellbeing and Protection Officers undertook the more advanced Managing Children's Wellbeing training in 2018.

Children's Wellbeing in Scottish Football training was a mandatory pre-requisite for all coach education courses, with further training included in the Advanced Children's License, A and B Licence courses for a second successive year.

Three Youth Congress meetings were arranged over the course of 2018, along with three training days for the Scottish FA's Youth Ambassadors. Across the year, Youth Ambassadors worked on areas across the Scottish game, including topics such as growing diversity in the game and how to promote positive touchline behaviour.

In late 2018, 23 new Youth Ambassadors were recruited as the two-year term of the current group came to an end. An induction weekend for the new cohort was held at the University of Stirling, which also acted as

a handover between the two groups.

A Youth Referee Committee was established in 2018, providing a platform for the views of the next generation of referees. The Youth Referee Ambassadors created their own strategy to compliment that of the Scottish FA, offering support in pursuit of the goal of improving retention of young referees.

In addition, recommendations were made to each Performance School Lead Coach following consultation with 191 young people who had been involved with the system. These recommendations will improve the programme for current and future intakes.

INDEPENDENT REVIEW OF SEXUAL ABUSE IN SCOTTISH FOOTBALL

In July 2018, the interim report of the Independent Review of Sexual Abuse in Scottish Football was published. Led by Martin Henry, the review was commissioned by the Scottish FA in early 2017 after a number of adults came forward about their experiences of sexual abuse when they were children involved in Scottish football.

Following the Interim Report's 95 recommendations to the association, an Implementation Manager was seconded to work with the Child Wellbeing and Protection Team. This included the establishment of an Internal Working Group to take forward the recommendations relating solely to the Scottish FA, plus a Scottish Football Working Group to guide the implementation of recommendations that apply across the game.

Individual meetings were held with around half of the membership to discuss the recommendations that relate to each individual organisation and the wider priorities of the association. The team also continued to work with the Hampden Sports Clinic, providing emotional support to survivors of sexual abuse in Scottish football.

UEFA EURO 2020

Hampden Park looks forward to hosting a unique version of the UEFA European Championship celebrating the competition's 60th anniversary, with matches on 15, 19, 23 and 30 June 2020.

2018 marked an important period of operational planning growth and diversification for the tournament.

In June the project team across the Local Organising Structure (LOS) in Glasgow delivered detailed Host City Concepts to UEFA, covering core areas of business and planning.

The project team was delighted to welcome new members and the host city workforce also grew.

Rob West was welcomed on board as Transport Manager in September, along with Claire Garratt as Volunteer Manager who both work across the 'green project' disciplines, and Ursula McFarlane as Promotions Manager.

2018 saw the Scottish FA, on behalf of LOS Glasgow, engage with UEFA senior management throughout the year to scope, plan and agree the contractual framework for the assumption of 'green project' responsibilities for EURO 2020.

These projects are models of collaboration which permit central planning and preparation of core projects by UEFA, and localised implementation by each EURO 2020 host.

Glasgow played host to the inaugural 2018 European Championships and the Scottish FA made the decision to buy Hampden Park with both milestones representing positive achievements that can only serve to benefit the aims and objectives of the UEFA EURO 2020 project.



WE'VE HOSTED CHAMPIONS LEAGUE FINALS AND OTHER GAMES. I THINK IT'S AN INCREDIBLY BRAVE DECISION BY UEFA TO TAKE THE EURO AROUND EUROPE AS THEY'RE DOING 4477

The official match schedule for UEFA EURO 2020 was published and the inaugural UEFA Nations League competition was launched.

As 2018 ended, Scotland topped their group in the Nations League, with wins in September and November over Albania, and against Israel in November with James Forrest's hat-trick earning the team promotion to league B and a place in the European Qualifiers play offs.

The draw for the 2019 European Qualifiers was held in Dublin in December, where Scottish FA President Alan McRae and Chief Executive Ian Maxwell were joined by the Lord Provost

of Glasgow Eva Bolander and Councillor David Macdonald, Deputy Leader of the Council.

Speaking at the event, Ian Maxwell said, "Scotland has a real history of being able to put on high-quality, high-profile events, and the association has been a key player.

"We've hosted Champions League finals and other games. I think it's an incredibly brave decision by UEFA to take the EURO around Europe as they're doing.

"I think it's a very fitting way to celebrate the competition's 60th anniversary, open it up to as many supporters as we can, take top-class elite level football to as many supporters across the continent as we can. It's a great initiative."

With the successful delivery in 2018 of a range of milestones and planning objectives, 2019 will see the start of the activation phase of the project, with public promotion, volunteer recruitment and UEFA EURO 2020 ticket sales going live.

SCOTTISH FOOTBALL MUSEUM

The Scottish Football Museum has enjoyed an eventful year filled with exciting new exhibitions, and community engagement programmes.

EXHIBITIONS

CRICKET SCOTLAND EXHIBITION

In partnership with Cricket Scotland the museum created an exhibition entitled Scottish Cricket, Past, Present and Future. Historic artefacts were sourced from across Scotland.

INTERNATIONAL FOOTBALL EXHIBITION

In the summer of 2018 an exhibition titled "The Internationalists" which charted the history of the Scotland international team was launched. A range of objects, from international football shirts and pennants to presentation gifts were introduced into the displays. The exhibition spanned over 140 years of international football.

COMMONWEALTH GAMES EXHIBITION & SCOTTISH FOOTBALL HALL OF FAME

The museum was the setting for "Hosts and Champions," a vibrant exhibition created by the University of Stirling which celebrated the history of the Commonwealth Games and following the Scottish Football Hall of Fame inductees dinner in October 2018, the exhibition space was updated to include the most recent intake of inductees; Julie Fleeting, Ian MacMillan, Archie Knox and Roy Aitken.



REMINISCENCE PROJECTS

SPORTS HERITAGE SCOTLAND MEMORIES PROJECT

The Scottish Football Museum successfully completed the Sports Heritage Scotland Memories Project with 32 groups from the sports of rugby, shinty, golf and cricket being added to the existing football groups.

FOOTBALL MEMORIES SCOTLAND MEMORY BOX SCHEME

In March 2018 the Scottish Football Museum launched the Football Memories Scotland "Memory Box" Scheme; a year-long scheme to create 50 memory boxes. By the end of 2018, 40 boxes had already been produced

with groups as far apart as Stranraer, Aberdeen and the Western Isles benefiting from this new resource.

FOOTBALL MEMORIES SCOTLAND NATIONAL CONVENTION

In November the Scottish Football Museum successfully ran a national convention at Hampden Park for the Football Memories project. 180 people running groups from across Scotland attended with international visitors coming from the Netherlands, the United States and Brazil. Joe Fitzpatrick MSP, Minister for Public Health, Sport & Wellbeing attended and gave a speech at the beginning of the day.

HAMPDEN PARK LIMITED

Hampden Park will continue as the home of Scottish football for the foreseeable future, after a deal was reached with Queen's Park FC in September 2018.

As part of the agreement, the Scottish FA will buy the stadium from the club when the current lease agreement runs out in the summer of 2020.

The conclusion of a four-year process saw the Scottish FA board choose to remain at Hampden Park rather than accept the bid of Scottish Rugby, which had made the case for the organisation to move to BT Murrayfield.

The two organisations will now work together to achieve a smooth and successful completion of the agreement, with the handover scheduled to follow the hosting of UEFA EURO 2020 fixtures at the stadium.

Ownership of the stadium will provide the Scottish FA with greater flexibility and freedom in controlling the future of Hampden Park. The new agreement will allow for greater opportunities for



the next generation of Scotland fans, as well as developments to the infrastructure in and around the home of Scottish football.

The contribution of Lord Willie Haughey and Sir Tom Hunter was also acknowledged, following their commitment of £2.5 million via the Hunter Foundation as direct financial support to the Scottish FA.

Scottish FA Chief Executive

Ian Maxwell highlighted the opportunities presented by the decision in a press conference at the stadium following the announcement, identifying the potential to drive investment into the Scottish game as an area of strength.

Maxwell also acknowledged the concerns of supporters, pledging to improve access to and from the stadium in addition to improving the overall experience.

ON THE PITCH

Hampden Park continued to provide an iconic venue in Scottish sport throughout 2018, playing host to Scotland's successful UEFA Nations League campaign.

The home of Scottish football also hosted five domestic cup finals during the course of 2018, including Celtic's victory over Motherwell in the William Hill Scottish Cup Final to secure a second successive domestic treble.

Celtic returned to Hampden in December to seal victory over Aberdeen in the Betfred Cup final, Brendan Rodgers' final trophy in charge of Celtic.

Hibernian's victory over Aberdeen in the Youth Cup final marked the first showpiece event of 2018 to be held at Hampden Park at the end of April, with Cathkin High School lifting the Scottish Senior Shield a fortnight later.

History was also made by Shortlees Amateurs, as they beat Goldenhill to win the club's first-ever Scottish Amateur Cup title.



OFF THE PITCH

Hampden's status as one of the UK's leading outdoor concert venues was reinforced in 2018. A new attendance record for a Hampden concert series was set in June, as Ed Sheeran played to 156,000 fans over three nights at the stadium.

The following weekend, Beyonce and Jay Z delighted their fans, performing on the biggest stage set ever constructed inside a Scottish stadium.

It was announced towards the end of the year that P!nk would be playing at the stadium for two nights in June 2019, with over 100,000 fans expected to attend the American singer's concerts.

The long-standing relationship between Hampden Park and Sodexo continued to flourish in 2018. Gluten free and vegetarian products have been

introduced on event days, and the rollout of cashless payment is speeding up the rate of sale at an increasing number of kiosks.

Investment in new 'click-share' AV technology has been well-received and ensures Hampden's conferencing and banqueting facilities remain amongst the country's best.

Over 52,000 guests utilised the stadium's facilities out-with major event days during 2018, with the museum café enjoying an increase in turnover of 39% against the previous year.



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.

Clinic staff provide support to the Scottish FA and member clubs across a wide spectrum of activities including education for coaches and medical staff, cardiac screening, club licensing, child wellbeing and protection and anti-doping. The Clinic is at the forefront of improving medical care for players both by input to medical standards for



THE CLINIC HAS A WIDER EDUCATIONAL AND RESEARCH BASE CONTRIBUTING TO THE UNDERGRADUATE AND POSTGRADUATE DEGREES IN SPORTS MEDICINE. **“”**

clubs and the provision of the National Sports First Aid course, with partner funding from the Scottish Football Partnership.

Working with PFA Scotland and William Hill, the Clinic provides immediate, expert mental health support for players, coaches and referees in Scotland through the Support Within Sport programme and is developing resources for the wider football community. Outwith the clubs the Clinic works with Breathing Space to promote a positive mental health message to fans through initiatives around the William Hill Scottish Cup.

The Clinic has a wider educational and research

base contributing to the undergraduate and postgraduate degrees in Sports Medicine at University of Glasgow and medical professionals in Scotland. Working with colleagues at Glasgow University, Clinic staff are currently researching the incidence of dementia in former professional footballers and working with UEFA to look at aspects of heading in youth players across Europe.

Above: The Hampden Sports Clinic hosts the first ever Mental Health in Scottish Sport Conference

Left: Scotland team doctor John MacLean on the summer 2018 tour to Peru and Mexico

ATTENDANCE REGISTER 2018

BOARD

Stewart Regan	1
Alan McRae	14
Neil Doncaster	11
Ian Maxwell	13
Thomas McKeown	14
Mike Mulraney	15
Rod Petrie	15
Ana Stewart	14
Gary Hughes	6

LICENSING

Allan Cowan	8
Ewen Cameron	5
John McCabe	5
Donald McNaught	5
Anne McKeown	5
Roddy Morrison	5
Craig Paterson	3
Richard Shaw	6
Brian Urquhart	4
Vinny Lunny	2

REFEREE

Willie Young	4
Steve Brown	1
Iain Brines	5
Kenny Clark	5
Martin Cryans	5
Alan Freeland	4
Ian Fyfe	4
Calum Murray	4
Brian Winter	4

CONGRESS

Alan McRae	2	Walter McAdam	3
Neil Doncaster	2	Duncan Mayze	3
Ian Maxwell	1	Graham Peterkin	3
Rod Petrie	3	Alan Russell	3
Tom Johnstone	3	Stuart Urquhart	2
John McCabe	3	Mel Young	2
Richard Shaw	3	Vivienne MacLaren	2
Alex McMenemy	3	Malcolm Mackay	2
Andrew Dickson	2	Alistair Wilkie	1
David Dowling	2	Fraser Wishart	2
Kenny Ferguson	2	Margaret Lang	1

PROFESSIONAL GAME BOARD

Stewart Regan	1
Alan McRae	5
Neil Doncaster	7
Ian Maxwell	7
Mike Mulraney	7
Michael Nicholson	4
Rod Petrie	7
Duncan Fraser	6
Les Gray	4
Finlay Noble	7
Stewart Robertson	3
Andrew Waddell	7
Andrew McKinlay*	2

NON-PROFESSIONAL GAME BOARD

Stewart Regan	1
Alan McRae	5
Ian Maxwell	2
Thomas McKeown	5
Rod Petrie	1
Tom Anderson	3
John Campbell	5
John Gold	3
John Greenhorn	5
Colin Holden	5
Tom Johnstone	5
Fiona McIntyre	5
Alex McMenemy	1
Stuart Aitken *	1
John McCrimmond*	2
Andrew McKinlay*	1

* Alternate/Interim



SCOTTISH FA 2019 ANNUAL REVIEW

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