

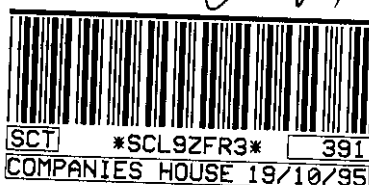


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ANNUAL REPORT 1994/95

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AM





1994 witnessed exciting times for the Association and the sport of football in Scotland as the Scottish Football Association progressed its plans for the development of the game on various fronts. The hard work behind the scenes to provide the best possible platform for the sport as it fast approaches the millenium gained momentum with the publication of the Development Plan for Children's Football, the further progression and expansion of the Community/Development Coaching Scheme, and the completion of phase one of the redevelopment of the National Stadium during the last twelve months. Further projects involving the advancement of the medical aspect of the game, the progression of the International Football Museum, the utilisation of football as an educational resource and the structuring of phase two of the National Stadium's redevelopment also received the attention of the Association's Council and its administrative and technical staff during the year.

Development and redevelopment were, therefore, the key words of the Scottish Football Association in 1994, and it is with eager anticipation that many of us look forward to the realisation and fulfilment of these schemes in the years ahead.

1994 also heralded the start of Scotland's bid to qualify for the final stages of the European Championship which will be held in England in 1996. Results in Scotland's first five matches in our group suggest that we have a better than even chance of making it to the big party south of the border. Our destiny does not depend on the results achieved by our group opponents elsewhere. We all fervently hope that in twelve months' time our official invitation will have been received and that Euro '96 is beckoning.

On a sad note, I must record the deaths of notable figures in Scottish football who have devoted their lives to the game in Scotland - the Association's Honorary Vice President, William Harkness, C.B.E., a former President of the Association, and Jack Mowat, M.B.E., who provided six decades of service to the refereeing movement within Scotland and beyond. Football touches the lives of everyone in Scotland, and the recent tragic death of former internationalist, David Cooper, at such a young age, and the consequent public reaction, demonstrated the feeling for the sport and its sporting heroes which is experienced by the vast majority of the population.

I am grateful to my colleagues on the Association's Council for their support and endeavours within the various committees of the Scottish Football Association over the last twelve months, ably supported by the Chief Executive and his hardworking administrative staff at Park Gardens, who provide a helpfulness and level of service that at times is underestimated and possibly taken for granted by many. Thanks to each and every one of you for your diligence and support in 1994.

Bill Dickie
President

Office Bearers

Patron

Her Majesty The Queen

President

William H. Dickie

Vice-Presidents

John C. McGinn

J. Yule Craig

Hon. Treasurer

John F. McBeth

Hon. Vice Presidents

David H. Will

Peter Gardiner

Divisional Representatives

Richard W. Shaw

William W. Waters

T. Brown McMaster

William Omand

Alistair R. Duguid

A. Terry Bulloch

Graham Steedman

James Gray

Morain Scott

John Litster

Hugh A. Campbell Adamson

R. Alan Ripley

Alan McRae

John S. McDonald

Affiliated Association Representatives, Etc.

Eric Houston

John Gillespie

Robert F. Hopkins

David B. McDonald

Eric Mitchell

Malcolm J. Watters

Alexander E. Stables

J. Austin MacNiven

Scottish Football League Representatives

James W. Baxter

Geoffrey S. Brown

Douglas W. M. Cromb

Ian R. Donald

Robert Fleeting

George J. Fulston

John B. McGoogan

Donald M. MacIntyre

R. Campbell Ogilvie

Douglas B. Smith

John L. Smith

Affiliated National Association Representatives

Robert Lamberton

George Wilson

Ronald T. Orr

Joseph P. Black M.B.E.

David C. Young

Robert M. Docherty

John F. Bryson

A. Mitchell Agnew





W. H. Dickie
(President)

EXECUTIVE
COMMITTEE



J. C. McGinn
(Vice-President)

GENERAL
PURPOSES
COMMITTEE



J. P. Black



D. M. MacIntyre



E. Mitchell



M. Scott



D. B. Smith



G. Wilson

INTERNATIONAL
COMMITTEE



J. Y. Craig
(Vice-President)



W. H. Dickie



I. R. Donald



J. F. McBeth



J. C. McGinn



R. C. Ogilvie



D. B. Smith

DISCIPLINARY
COMMITTEE



R. Fleeting



J. Gillespie



W. Omand



R. W. Shaw



A. E. Stables



M. J. Watters



J. F. McBeth
(Treasurer)

FINANCE
COMMITTEE



G. J. Fulston



R. F. Hopkins



E. Houston



D. B. McDonald



D. M. MacIntyre



J. A. MacNiven



W. Omand

REFEREE
COMMITTEE



J. W. Baxter



J. Gillespie



J. Gray



T. B. McMaster



A. McRae



G. Steedman



D. B. Smith

COACHING
COMMITTEE



G. S. Brown



J. F. Bryson



A. R. Duguid



J. B. McGoogan



R. A. Ripley



J. L. Smith



H. A. Campbell Adamson

APPEALS
COMMITTEE



J. P. Black



A. T. Bulloch



J. Gray



J. Litster



T. B. McMaster



M. J. Watters



J. S. McDonald

YOUTH
FOOTBALL
COMMITTEE



A. M. Agnew



D. W. M. Cromb



R. M. Docherty



W. W. Waters



G. Wilson



D. C. Young



R. T. Orr



R. Lamberton



D. H. Will



P. Gardiner

Hon. Vice-Presidents

For Year Ended 31st December 1994

Name	Council	Executive	General Purposes	International	Disciplinary	Referee	Coaching	Appeals	Finance	Youth Football	Special
W.H. Dickie	6	9	-	10	1	-	-	1	-	-	12
J. C. McGinn	6	7	5	8	-	-	-	-	-	-	16
J. Y. Craig	5	8	-	9	5	-	-	-	-	-	7
J. F. McBeth	6	9	-	8	-	-	-	-	4	-	8
W. J. Harkness †	4	-	-	-	-	-	-	-	-	-	-
D. H. Will	2	-	-	-	-	-	-	-	-	-	-
P. Gardiner	6	-	-	-	-	-	-	-	-	-	1
R. W. Shaw	6	-	-	-	6	-	-	-	-	-	3
R. Fleeting	4	-	-	-	3	-	-	1	-	-	-
W. W. Waters	6	-	-	-	-	1	-	-	-	3	-
T. B. McMaster	6	-	-	-	-	4	-	3	-	-	-
W. Omand	6	7	-	-	6	5	-	-	-	-	-
A. R. Duguid	5	-	-	-	-	-	2	1	-	-	-
G. H. C. Thomson * +++++	1	-	-	-	-	-	-	2	-	-	-
G. Steedman *	3	-	-	-	-	4	-	-	-	-	-
J. Gray	4	-	-	-	-	4	-	3	-	-	-
M. Scott	6	-	5	-	-	-	-	-	-	-	-
J. Litster ∇	2	-	-	-	-	-	-	3	-	-	-
H. A. Campbell Adamson	5	8	-	-	-	-	-	4	-	-	1
R. A. Ripley *	3	-	-	-	-	-	2	-	-	-	-
A. McRae	6	-	-	-	-	4	1	-	-	-	1
J. S. McDonald	4	6	-	-	-	-	-	-	-	4	2
E. Houston	6	-	-	-	-	-	-	-	4	-	-
J. Gillespie	4	-	-	-	-	4	1	-	-	-	-
R. F. Hopkins	-	-	-	-	-	-	-	-	1	-	-
D. B. McDonald	2	-	-	-	-	-	-	-	4	-	-
E. Mitchell	6	-	4	-	-	-	-	-	-	-	-
M. J. Watters	5	-	-	-	5	-	-	5	-	-	-
A. E. Stables	3	-	-	-	5	-	-	-	-	-	-
J.A. MacNiven	6	-	-	-	-	-	-	-	4	-	1
J. W. Baxter	5	-	-	-	-	3	-	-	-	-	-
G. S. Brown ∇	2	-	-	-	-	-	2	-	-	-	-
J. Clydesdale +++	3	2	-	-	-	-	1	-	-	-	-
D. W. Cromb ∇	2	-	-	-	-	-	-	-	-	3	-
I. R. Donald	3	-	-	8	-	-	-	-	-	-	-
G. J. Fulston ++	3	-	-	-	-	-	1	-	1	-	-
J. K. Kelly +++++	3	-	-	-	3	-	-	-	-	-	-
J. B. McGoogan	5	-	-	-	-	1	2	-	-	-	3
D. M. MacIntyre	5	-	1	-	-	-	-	-	2	-	-
R. C. Ogilvie	5	-	-	5	-	-	-	-	-	-	-
R. A. Paxton +	2	-	-	-	1	-	-	-	-	-	-
D. B. Smith	5	3	2	8	-	-	2	-	2	-	2
J. L. Smith *	6	-	-	-	-	-	3	-	-	-	-
G. Wilson ∇	2	-	3	-	-	-	-	-	-	1	-
A. Gordon ♦	3	3	-	-	-	-	-	-	-	-	-
R. Lamberton	6	6	2	-	-	-	-	-	-	1	-
R. T. Orr	6	9	-	-	-	-	-	-	-	1	-
J. P. Black	6	-	2	-	-	-	-	4	-	-	-
J. McCallion ♦	3	-	-	-	-	-	-	-	-	1	-
D. C. Young *	3	-	-	-	-	-	-	-	-	3	-
R. M. Docherty *	3	-	-	-	-	-	-	-	-	3	-
C. Duggan ♦	2	-	-	-	-	-	-	-	-	1	-
J. F. Bryson	6	-	-	-	-	-	2	-	-	1	-
A. M. Agnew	6	-	-	-	-	-	-	-	-	4	-
C. M. C. Crowe ♦	3	-	-	-	-	-	1	-	-	-	-
A.T Bulloch •	1	-	-	-	-	-	-	1	-	-	-

+ Resigned 22/03/94

++ Resigned 11/05/94

+++ Resigned 12/07/94

++++ Resigned 26/08/94

+++++ Resigned 10/10/94

♦ Not member of Council 1994/95

† Deceased 14/01/95

* Joined Council 1994/95

∇ Joined Council 29/08/94

• Joined Council 24/10/94

1. CHIEF EXECUTIVE, Jim Farry (assisted by Personal Secretary, Margaret Gotts)2.

3. DIRECTOR OF ADMINISTRATION (Deputy Chief Executive), Bill Richardson (assisted by Personal Secretary, Bernadette Gormal 4.)

5. Assistant Director of Administration (also Head of International and Matches and Media Relations Departments +) David Findlay

PERSONNEL CHART

Scotball Travel & Leisure	Security Department	International & Matches Department	Technical Department	Media Relations Department	Commercial & Marketing Department
6. Manager 7. Asst. Manager 8. Travel Asst. 9. Travel Consultant 10. Admin. Asst./ Bookkeeper 11. Business Development Manager	12. Head of Dept. 13. Head of Dept.-Designate 14. Admin. Asst./ Dept. Secy. 15. Commissionaire 16. Asst. Commissionaire 17. Receptionist/ Telephonist 18. Mailroom 19. Office Junior 20. Caretaker	+ Head of Dept. 21. Senior Admin. Asst. 22. Admin. Asst. 23. Admin. Asst. 24. Admin. Asst. 25. Admin. Asst. Dept. Secy. 26. Admin. Asst./ Secy.	27. Technical Director 28. Adult Programme Director 29. Youth Programme Director 30. Children's Programme Director 31. Community Coach Co-Ordinator 32. Technical Assistant 33-38. Football Development Officers 39-53 Community Coaches * 54. Admin. Asst./Secy. 55. Admin. Asst./Secy. 56. Admin. Asst./Secy 57. Team Sport Co-ordinator (Football)* 58. Team Sport Co-ordinator (Women's Football)*	+ Head of Dept. 59. Admin. Asst. 60. Admin. Asst./ Dept. Secy.	61. Commercial Director 62. Marketing Executive ** 63. Admin. Asst./ Dept. Secy.
Maurice Brannan Pat Burns Evelyn Brown Marco McIntyre Gina Rae John Watt	David McLaren William McDougall Anne Marie Campopiano Mike Kinrade David Moir Glenda Robertson Bob Dougan Susan Malloy Jean Kinrade	David Findlay Marjory Nimmo Derek Hunter Jamie McKeegan Richard Simpson Marion Nelson Pamela O'Brien	Craig Brown Frank Coulston Ross Mathie Jim Sinclair Jim Fleeting Eric Black Walter Borthwick Tony Docherty Ross Jack Mark Shanks Neil Simpson Tommy Wilson Jim Chapman x Ewan Chester x Jim Clark x Graham Diamond x Tony Fitzpatrick x Tony Gervaise x Atholl Henderson x Peter Houston x Bobby Jenks x Willie McLean x Chic McLelland x Bill Munro x David Provan x John Ritchie x Graeme Robertson x Liz Robertson Andrea Anderson Siobhan Heaney Simon Farrelly* Sheila Begbie*	David Findlay Catherine Smith Alison Irving	Bill Wilson Karen Presley** Carol Ann Harrower
Finance Department	Registrations Department	Disciplinary and Referee Department	Development Department (Referees & Education)	Print Department	Special Projects
64. Head of Dept. 65. Asst. Accountant. 66. Admin. Asst./ Dept. Secy.	67. Head of Dept. 68. Admin. Asst. 69. Admin. Asst./ Dept. Secy.	70. Head of Dept. 71. Admin. Asst. 72. Admin. Asst./ Dept. Secy.	73. Development Director 74. Admin. Asst./Dept. Secy.	75. Print Manager 76. Assistant	77. Admin. Asst.
Jim Hynes Derek Peat Kirsten Thompson	Sandy Bryson Scott MacKintosh Karen Costello	Drew Herbertson Andrew Niven Sandra Buchanan	George Cumming Gillian Dowds	Joe McGlynn John Mathie	TBA

* Employed by the Scottish Sports Council

** Employed by the Scottish Football League

x Club Employee

General Purposes Committee

One of the many functions of the General Purposes Committee is to deal with infringements of the Association's Articles and Cup Competition Rules and in particular those infringements which relate to the registration of players.

The Committee also considers requests to confirm, to all football, suspensions imposed by the Affiliated National Associations upon officials of clubs or upon players who have committed non-field misconduct offences.

Once confirmed, such suspensions may only be raised by the Committee. The Committee also approves annually a Register of Competitions compiled in accordance with the Association's Articles.

Registrations Department

The number of registration forms processed by the department increased from 7159 in 1993 to 7640, an increase of 6.7%. It is interesting to note an increase in the number of Form 'X' (Trainee Player) and Form 'S' (Associated Schoolboy) registrations received towards the end of the year. This increase has undoubtedly been as a result of the new B.P. Scottish Youth Cup regulations which state, in general terms, that a club will only be permitted to take part in the tournament if more than half of the players who are listed to play for the club in the competition are currently registered for the club. As well as dealing with the Senior and Junior club registrations the department is also responsible for the filing and maintenance of registration records for those Affiliated National Associations which operate within the national registration scheme. The number of registration forms currently held by the Association is approximately 26,000.

The new technology continues to enhance the running of the department with improvements made to the style and quality of the Registrations Report, which is issued to all the Association's members on a monthly basis. It may also be of interest to note that all the registration forms issued by the Association are now printed "in house". The department also deals with the Register of Competitions and the Official Return forms submitted by member clubs as well as producing the Association's Clubs and Colours booklet.

Reinstatements

192 players were reinstated from non-amateur to amateur status, an increase of 48 or 33% upon the previous year's total.

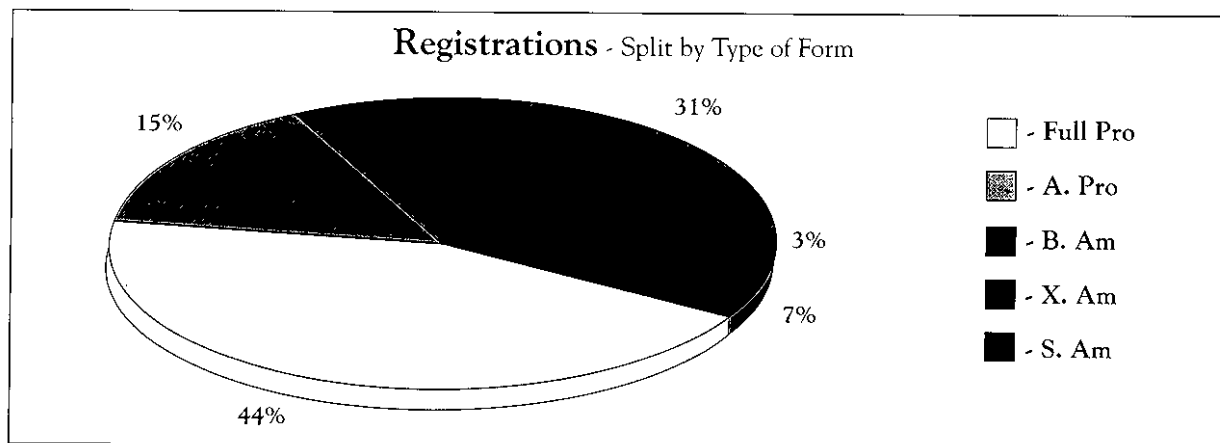
International Certificate of Transfer

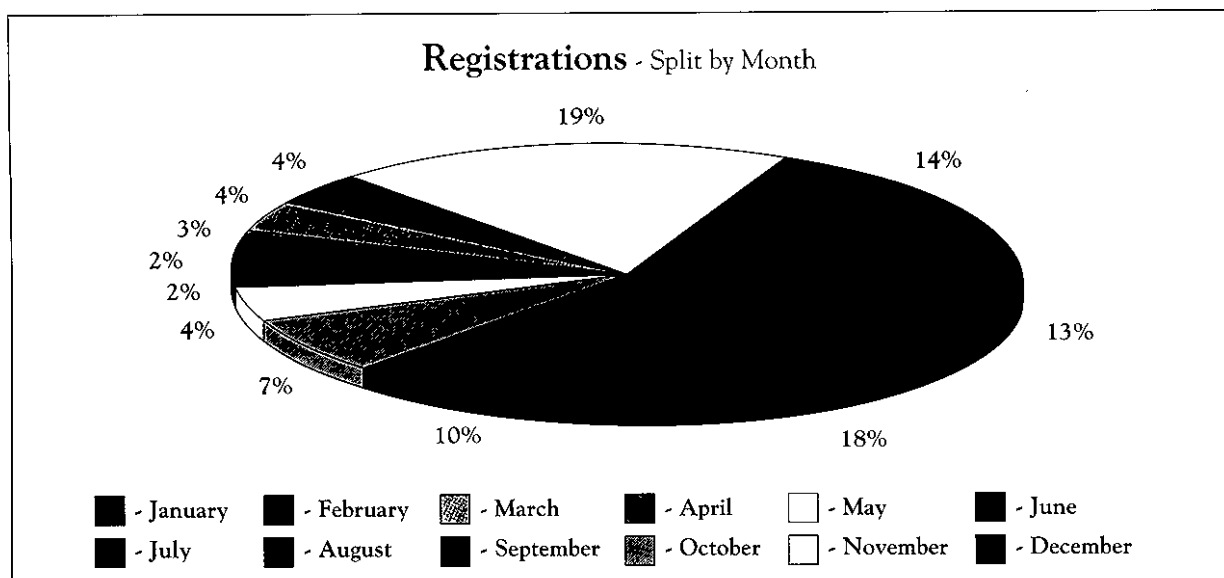
During the course of 1994 the department obtained, at the request of the Association's member clubs, inward clearance for a total of 198 players. The Association also issued external clearance to other Association's on behalf of 178 players.

Membership

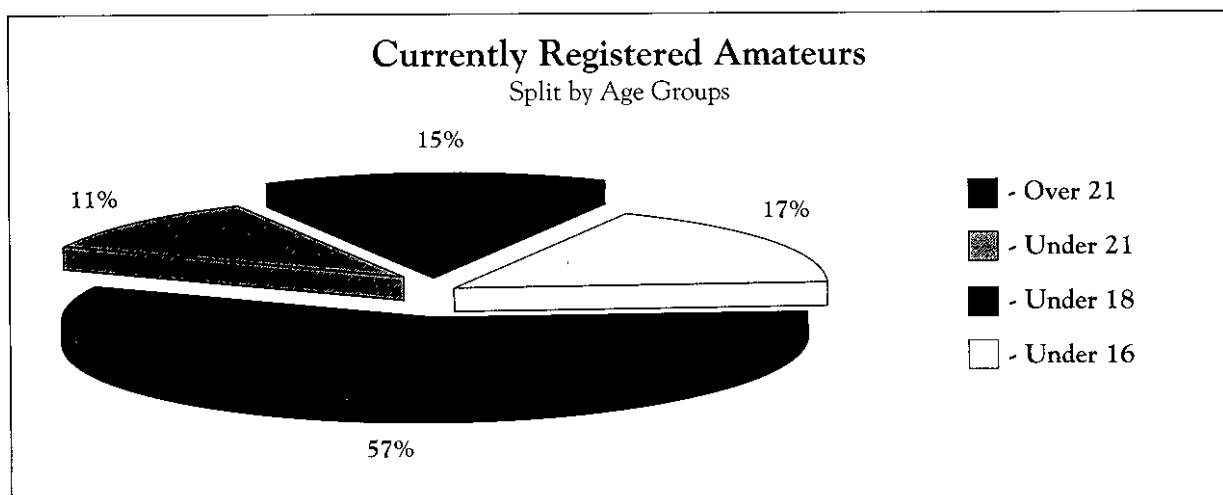
The membership figures as at 31st December, 1994, stand at:-

Clubs	75
Associate Member Club	1
Affiliated Associations	11
Affiliated National Associations	6





The graph below shows the number of currently registered amateur players, split by age groups. The total number of currently registered amateur players is 2,271, and these have been split into players eligible to play at Under 21, Under 18 and Under 16 levels as at 1st January, 1994, with the remaining players listed as Over 21.



Registration Forms Received throughout 1994:-

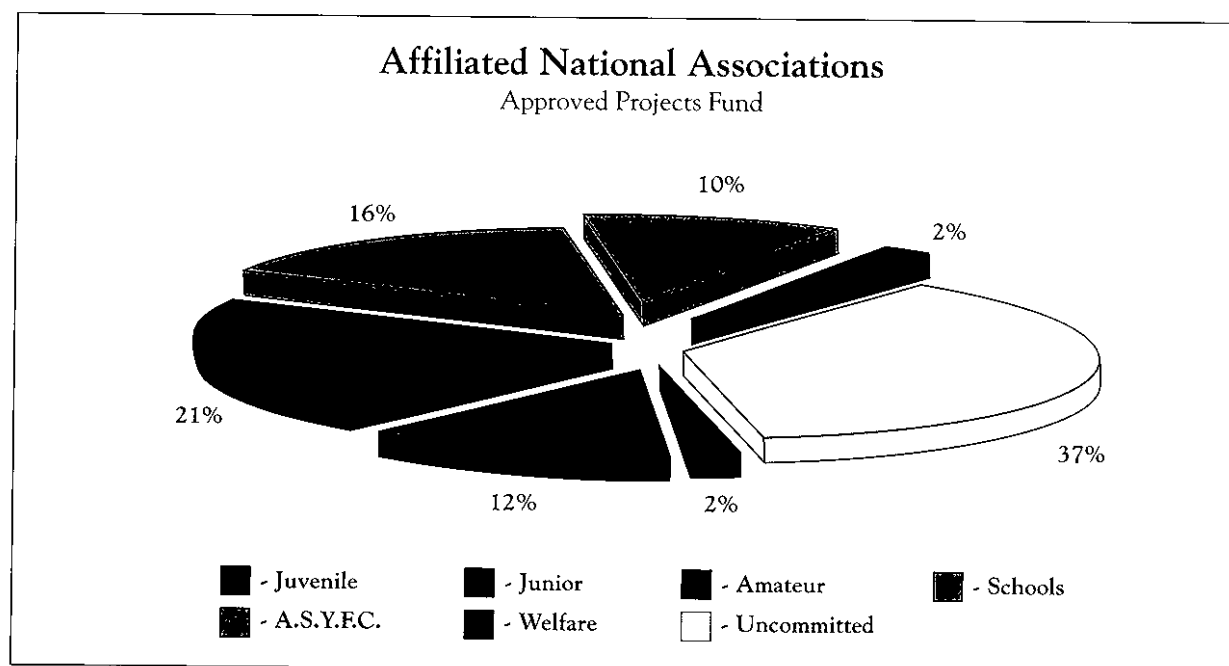
	Pro	"A" Pro	"B" Am	"X" Am	"S" Am	Total	Reinstatement from Non-Amateur to Amateur Status
January	80	35	66	5	8	194	5
February	95	31	65	8	10	209	10
March	133	47	84	8	11	283	19
April	212	10	38	7	12	279	10
May	852	49	187	36	334	1458	10
June	336	268	405	17	35	1061	14
July	439	168	379	11	19	1016	18
August	526	302	493	12	4	1337	35
September	241	108	316	64	31	760	22
October	166	61	205	55	53	540	22
November	138	44	85	16	27	310	15
December	94	33	49	4	13	193	12
TOTAL	3312	1156	2372	243	557	7640	192

Finance Department

In financial as well as operational terms, 1994 introduced a major acceleration in activities directed towards meeting the Association's development objectives as laid down by Council. Consistent with the aim of developing football through an emphasis on grass roots levels, the Association committed significant resources towards a number of initiatives and projects.

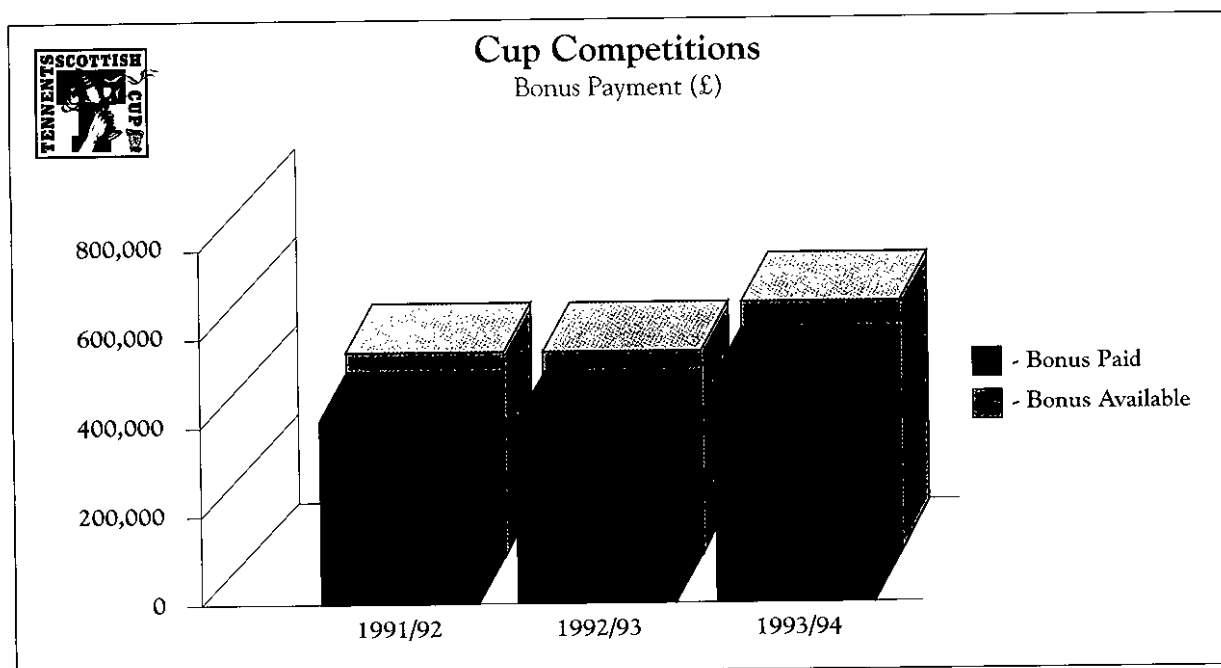
A key component of the development strategy is the Community Scheme, where in excess of £400,000 was invested during the year, with the support of the Football Trust, a record level and up around one third from the previous year. In another important initiative, a budget of £350,000 was provided for the manufacture and distribution of junior goalposts. By the end of the year the majority of this budget had been expended on the creation of 830 sets of goalposts (ie 1660 goalposts) for distribution throughout Scotland. To continue the success of this scheme, the Finance Committee, at the end of the year, allocated a further £200,000.

Other beneficiaries of development support include the Regional Facilities Scheme, open to non-Scottish Football League clubs, where £25,750 was provided in grants to 13 clubs to assist with the improvement of their facilities, and the Approved Projects for Affiliated National Associations scheme, where a further £13,841 was committed during the year. The chart below illustrates the allocation of almost £32,000 committed to the end of the year from the original £50,000 budget. Of the grants approved to the end of 1994, 61% were for computer-related projects, 31% for general office equipment and 8% for enhancements to communication systems. These statistics point to the increasing importance and use of technology in the administration of football and to the benefits accruing to Affiliated National Associations from office automation, database applications, desk-top publishing and other facilities, supported by the Association.

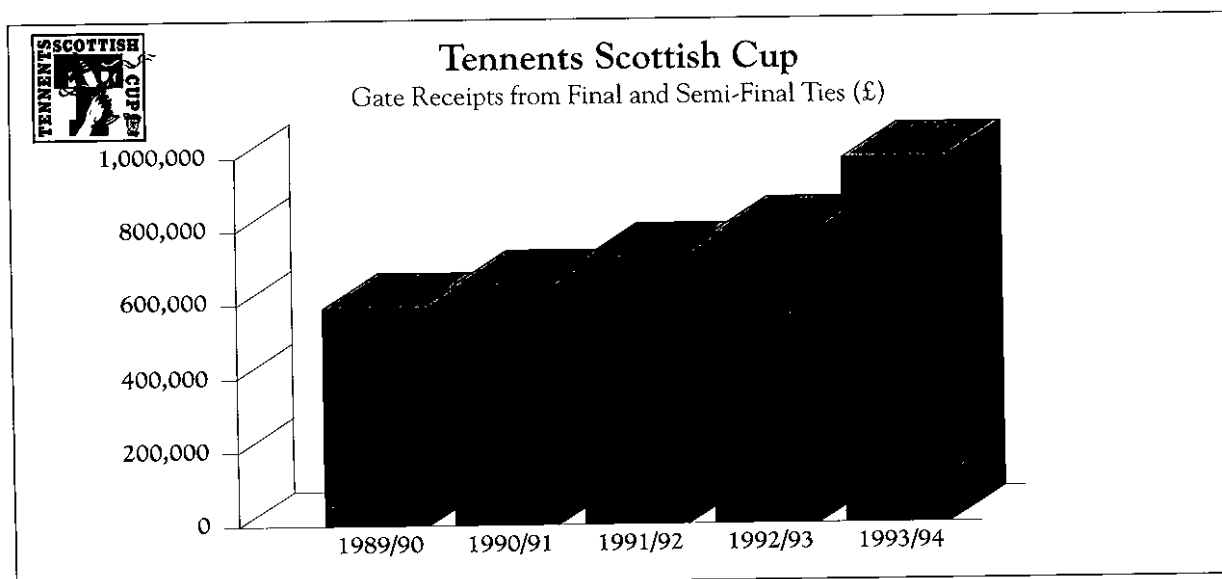


A regular matter for consideration by the Finance Committee is the distribution of monies in connection with clubs' participation in the Tennents Scottish Cup and the Scottish Qualifying Cups. One of the significant elements in this distribution is the payment of bonuses related to advancement in the competitions and subject to clubs' disciplinary records. The graph on page 10 sets out bonuses available and those paid for the last three seasons' cup competitions. The positive note from the graph is the increase in available bonus to £605,150 in 1993/94, up 25% from the previous two years. However,

any optimism about this fact is countered, to an extent, by the monies being sacrificed by clubs through disciplinary fines. This loss amounted to over £93,000 in 1993/94, which at 15% of target bonuses represented a deterioration from fines of 12% in the previous season. This situation has been addressed by Council in its approval of the decision to make an allocation from disciplinary fines available as a budget for the Association's ongoing Fair Play campaign.



A major source of revenue in the Tennents Scottish Cup is income via the gate receipts from the final and semi-final ties. The following graph sets out the gate receipts from these ties for the last five seasons. Receipts from replays are excluded to ensure comparability. Attention is immediately drawn to the takings figure for the 1993/94 final and semi-final ties, which at £978,716, tantalisingly close to the £1 million mark, is the highest figure ever recorded in the competition, and up 25% on the previous season. This is a remarkable statistic given that it has been achieved on the Cup Competition's return to the newly refurbished Hampden Park, with its presently restricted capacity. The takings and consequent financial benefit to member clubs are indicative of the very real returns arising from the investment made by Council in the first phase refurbishment, and gives an indication of the future potential of the stadium when the second phase redevelopment is put in place.



International Committee

Last year's Annual Report concluded its review of the "A" international scene by referring to the re-opening of the National Stadium and the special commemorative match between Scotland and The Netherlands to mark the occasion. Symbolically, perhaps, this return to the national team's "spiritual home" was perceived by some as heralding a return to better times for our international team following the disappointment of missing out on the finals of the World Cup, "USA '94".

A review of the national team's results after five of our ten qualifying matches for Euro '96 could be summarised as demonstrating promise but requiring to prove conclusively that it is worthy of respect in

the international arena. Following the gala occasion with The Netherlands at Hampden, Scotland travelled to Vienna to face Austria in a challenge match at "A" level - opponents which had historically posed more than a few problems for previous Scottish teams and which had been developing a reputation as a nation which was re-emerging as a force on the European scene, particularly on home territory. In one of Scotland's best displays in an away match situation for some time, the 2-1 victory which was achieved provided much hope for the International Team Manager as he prepared for his final challenge match of the 1993/94 season with The Netherlands the following month. The introduction of fresh energy to the team, with the likes of Bolton Wanderers' John McGinlay, Aberdeen's Duncan Shearer, Dundee United's Billy McKinlay and Blackburn Rovers' Colin Hendry, suggested that in this transitional period there might be some international careers being moulded.

On Friday, 27th May, 1994, Scotland played its return match with The Netherlands in Utrecht against a team which was preparing for the World Cup

finals the following month and which was boosted by the return of world superstar, Ruud Gullit, to the fold. If ever a match demonstrated the heights to which we must aspire if Scotland is to continue to be a respected nation on the football field, then this was it. In the first forty five minutes in particular, the Dutch provided the spectators with some sparkling, skilful and entertaining football, with the Prodigal Son, Ruud Gullit, much to the fore. A 3-1 defeat in Utrecht was as much a compliment to the gritty display of many of the Scottish players who demonstrated tremendous spirit throughout the match against their more technically gifted opponents.

With the introduction by U.E.F.A. of the fixed international date system for the playing of European Championship qualifying matches, Scotland commenced a hectic season of European Championship qualifying activity with an away match in Finland on Wednesday, 7th September, 1994. Craig Brown stated publicly, following the meeting of the countries in Group 8 at which the dates for the matches were fixed, that one of the most difficult fixtures for Scotland and its rivals in the race to qualify for Euro '96 would be in Finland. It is, therefore, pleasing to record that Scotland opened its European Championship account with a fine 2-0 victory in a stadium which may well witness others stumble. The following month, the nation which, until this competition, had been little more than a name in shipping forecasts, The Faroe Islands, came to Scotland to play our first ever international between the two associations. As has been recently demonstrated by results elsewhere in Europe, no country can be taken lightly in international football nowadays, and therefore Scotland's 5-1 victory, whilst not universally applauded, stands comparison with the achievements of others against so called make-weights in modern times.

In November and December Scotland faced potentially two of its most crucial matches in the European Championship qualifying competition when it played host to Russia and travelled to Greece, respectively. One point from a possible six provoked some disquiet in certain sections of the media, but it is quite possible that the point gained in the 1-1 draw with Russia on 16th November, 1994, could prove to be the most significant of the qualifying competition. The one goal defeat in Athens shortly before Christmas, whilst halting a creditable series of results on foreign soil - three wins out of a possible four - was perhaps unsurprising in view of the particularly volatile atmosphere surrounding matches in that part of the world.

However, Scotland's first qualifying match in 1995 provided a further indication that our away form under Craig Brown and his assistant, Alex Miller, is worthy of respect. Facing Russia in Moscow on a chill March evening is a proposition which would demand the best of even the top rated nations. It is to Scotland's credit that a goalless draw was the result. Others in our group may well travel home from Russia with no points to show for their endeavours against the group favourites.



We retain a chance of qualification for the final stages in England. We can make it happen if we are hungry enough for success.

Results

Finland 0; Scotland 2 - 07.09.94

Scotland 5; The Faroe Islands 1 - 12.10.94

Scotland 1; Russia 1 - 16.11.94

Greece 1; Scotland 0 - 18.12.94

Russia 0; Scotland 0 - 29.03.95



Group Table

	P	W	D	L	F	A	Pts
Greece	4	4	0	0	12	1	12
Finland	5	3	0	2	11	7	9
Scotland	5	2	2	1	8	3	8
Russia	3	1	2	0	5	1	5
Faroe Islands	3	0	0	3	2	15	0
San Marino	4	0	0	4	1	12	0

Remaining Fixtures

San Marino v. Scotland	-	Wednesday, 26th April, 1995
The Faroe Islands v. Scotland	-	Wednesday, 7th June, 1995
Scotland v. Greece	-	Wednesday, 16th August, 1995
Scotland v. Finland	-	Wednesday, 6th September, 1995
Scotland v. San Marino	-	Wednesday, 15th November, 1995

"B" International Matches

In view of the sequence of matches to be encountered, the International Committee gave approval to the hosting of a "B" international match with Northern Ireland at Easter Road Stadium on Tuesday, 21st February, 1995, in order that the International Team Manager might view a number of players on the fringe of the "A" international team in a match situation. This practice of organising "B" internationals periodically has proven useful in the past, when the likes of Gary McAllister and Stuart McCall have emerged from such matches.

The result of 3 goals to nil in favour of Scotland provided satisfaction for the crowd of just over 5,000 present at Easter Road and put an end to Scotland's recent record of disappointment at "B" level - no victories in the previous four played since 1987. More importantly, however, the International Team Manager's views on the players selected, and their ability to progress to senior honours, were clarified.

A further "B" international challenge match has been arranged for October, 1995 - with Sweden in the Stockholm area - when those on the fringe of the senior squad will once again have an opportunity to stake their claim for "A" honours.

Future Fixtures

In addition to the "B" international in Stockholm on Tuesday, 10th October, an "A" fixture has been agreed with our Swedish hosts for the following evening in order to fill the blank date in our fixture calendar in October.

One of the consequences of U.E.F.A.'s fixed date fixture calendar is that nations around Europe have been required to undertake European Championship qualifying matches at periods in the year when it is outwith their normal playing season. Accordingly, following an invitation which had been received from the F.A. of Japan, the International Committee agreed to a request from the International Team Manager that Scotland travel to Japan to play in the prestigious Kirin Cup Tournament in late May, 1995, in order to have the opportunity to maintain the match fitness of his international players who will not be participating in the national cup finals, north and south of the border in the period between the end of the domestic season and our European Championship qualifying match in The Faroe Islands on 7th June, 1995.

Kirin Cup, Japan

Japan v. Scotland - Hiroshima 21.05.95

Scotland v. Ecuador - Toyama 24.05.95

European "Under-21" Championship, 1994/96

Scotland prepared for its participation in a difficult European "Under-21" Championship section comprising Russia, Greece, Finland and San Marino by playing an "Under-21" challenge match in Austria in April, 1994, and by participating in what has become an annual event for our "Under-21s" in recent years - the Festival International De Football "Espoirs", Toulon, France.

An unlucky 2-1 defeat in Austria in April was followed by a mixed bag of results in Toulon, where Scotland recorded one win, a draw and one defeat.

Results

Scotland 1; Egypt 1 - 30.05.94

Scotland 2; Portugal 0 - 01.06.94

Belgium 2; Scotland 0 - 03.06.94

The European Championship campaign began with a disappointing 1-0 defeat in Salo, Finland, when Scotland failed to live up to the promise which had been demonstrated in its earlier preparatory matches against a physically strong and athletic Finnish team.

In keeping with the International Committee's decision to encourage young talented coaches in Scotland to gain international experience, Craig Brown utilised a different Assistant Coach as a partner to Tommy Craig in each of the first three qualifying matches. Billy Kirkwood began the sequence in Finland and for the match with Russia in November one of Scotland's most experienced internationalists, Alex McLeish, filled this role. On a cold, dismal, windswept evening at Broadwood Stadium, Cumbernauld, Scotland demonstrated the grit, determination and spirit which typified Alex as a player in overcoming their technically superior opponents by two goals to one, having been staring defeat in the face with some ten minutes left to play. Results elsewhere in the Group determined that Scotland's match in Greece would, therefore, be crucial in confirming, or otherwise, our ambitions in the Group.

As other Scottish sides have discovered recently, a match with a Greek team in Athens is a very intimidating experience, both on and, on some occasions, off the park. It is, therefore, pleasing to record that Scotland, with Paul Hegarty as Assistant Coach on this occasion, achieved a 2-0 victory in a match which tested the character of our young players.

Alex McLeish returned to assist Tommy Craig for the second encounter with Russia, in their capital city of Moscow - equally as formidable a prospect as the Greek match. To return from Russia with full points, following a 2-1 victory and an excellent performance by our young starlets, speaks volumes for the hard work of everyone connected with the team. Who would have imagined after the first match in this campaign that Scotland would now have gained maximum points from home and away ties with Russia and also from an away match in Greece?

Results

Finland 1; Scotland 0 - 06.09.94

Scotland 2; Russia 1 - 15.11.94

Greece 0; Scotland 2 - 17.12.94

Russia 1; Scotland 2 - 28.03.95

Group Table

	P	W	D	L	F	A	Pts
Finland	4	4	0	0	15	3	12
Scotland	4	3	0	1	6	4	9
Greece	3	1	0	2	8	6	3
Russia	2	1	0	2	5	4	3
San Marino	4	0	0	4	0	17	0

Tennents Scottish Cup Competition

Final Tie 21st May, 1994
 Hampden Park, Glasgow
 Rangers 0 v. Dundee United 1

Recent Tennents Scottish Cup Finals have provided many memorable moments. This tie was no different, as it brought together Rangers, conquerors of Kilmarnock in the semi-finals after a replay, and Dundee United, which likewise had to overcome semi-final opponents, Aberdeen, after a second match. On Saturday, 21st May, 1994, Rangers sought to complete back-to-back domestic trebles of Premier Division title, League Cup and Tennents Scottish Cup, whilst Dundee United hoped against hope that the club would not be once again the "bridesmaid" in our national final.

The Association's Annual Report for 1988/89 stated "Sufficient be it to say that the sooner the Scottish Cup goes to Tannadice the better. Otherwise the record of events during this period of Scottish football history will be distorted."

As can be the case on such occasions, when nerves can get the better of even the most experienced of players, the match was decided by a combination of bad defending and bad luck, with the only goal of the match being scored following a goalkeeping clearance striking an in-rushing opponent. A new name was engraved by our jewellers as after six previous unsuccessful Final appearances, Dundee United finally succeeded in lifting the Scottish Cup for the first time in the club's history. No distortion now!



Scottish Qualifying Cup Competition

North 12th November, 1994
 Borough Briggs, Elgin
 Huntly 1 v. Keith 1
 (Huntly won 5-3 following kicks from the penalty mark)

By a remarkable quirk of fate, two clubs drawn to play each other in the first round of this season's Tennents Scottish Cup also faced each other in the final tie of the Scottish Qualifying Cup North. Results in both competitions demonstrated that there was little between the sides concerned. In the Scottish Cup the match was decided in a replay, whilst in the Qualifying Cup final tie, Huntly and Keith drew 1-1 after extra-time, having been previously goalless after ninety minutes. From the resulting kicks from the penalty mark, Huntly emerged as winners by five to three.

South 19th November, 1994
 Forthbank Stadium, Stirling
 Whitehill Welfare 4 v. Burntisland Shipyard Amateur 1

History was made in this final tie as Forthbank Stadium, Stirling, hosted its first major national football final, when Whitehill Welfare met Burntisland Shipyard Amateur. Burntisland appearing in its first Scottish Qualifying Cup Final since 1971 succumbed to the more experienced Whitehill Welfare, retaining the trophy which the club had won the previous season, but on this occasion by a score of four goals to one.

Coaching Committee

Last year's report referred to "a feverish level of activity" in the Technical Department in 1993/94. With the expansion of the Association's full-time coaching staff in the previous year there is now a pleasing degree of stability which has enabled many initiatives to be carried out in the three broad development programme areas:-

Children's Football
Youth Football
Adult Football



The Technical Staff

Continuity has been maintained with the six senior Park Gardens based staff members settling well into the new structure. Technical Director, Craig Brown, has been supported by Frank Coulston, Adult Programme Director, Ross Mathie, Youth Programme Director and Jim Sinclair, Children's Programme Director. Jim Fleeting has continued to oversee the Development Officer and Community Coach Scheme which, with one or two changes in personnel, has maintained the impressive work of recent years. In addition, Eric Black, formerly Development Officer in the North, has adjusted comfortably to the multifarious tasks involved in assisting all his Technical Department colleagues.

The S.F.A.'s nationwide Community and Football Development Scheme currently has the following members:-

Football Development Officers

Walter Borthwick (South East)
Ross Jack (North)
Mark Shanks (South West)

Neil Simpson (North East)
Tommy Wilson (Glasgow)
Tony Docherty (Glasgow)

Community Coaches

Jim Chapman (Hamilton Academical F.C.)
Ewan Chester (Rangers F.C.)
Graham Diamond (Partick Thistle F.C.)
Jim Clark (Kilmarnock F.C.)
Tony Fitzpatrick (St. Mirren F.C.)
Tony Gervaise (Clydebank F.C.)
Atholl Henderson (St. Johnstone F.C.)
Peter Houston (Falkirk F.C.)

Bobby Jenks (Heart of Midlothian F.C.)
Willie McLean (Motherwell F.C.)
Chic McLelland (Aberdeen F.C.)
Bill Munro (Clyde F.C.)
David Provan (Greenock Morton F.C.)
John Ritchie (Hibernian F.C.)
Graeme Robertson (Dunfermline Athletic F.C.)

Sterling service to the Community Scheme, as well as to the Technical Department in general, has been provided by Team Sport Scotland representatives, Sheila Begbie and Simon Farrelly. Sheila continues to be a very influential figure in the campaign to improve the standard of women's football in Scotland and will receive added support when the two new Development Officers for women's football, in Aberdeen and in the Central area, Wendy Carrick and Alison Mackie, are firmly settled into their new posts.

Children's Football

Following the successful conference "The Way Forward" held at Broadwood Stadium, Cumbernauld, on 25th May, 1994, the Technical Department produced a Development Plan for Children's Football.

This document, relating to the under 12 age group, has seven main strands:

- Promotion of the small-sided game.
- A reduction in the number of competitive games (with pilot schemes planned for this summer).
- A move to "summer football" (with pilot schemes planned for this summer).
- A continuing programme of coach education.
- The initiation of an Awards' Scheme.
- The formation of a Children's Junior Supporters Club.
- The production of an Education Pack (The steering group has already met and teaching materials have been produced for the early primary school stages. These materials will be piloted in the new academic session 1995/96).



A series of meetings were held with the Affiliated National Associations and Local Authorities and they were largely in agreement that the strategies outlined were the best way forward with regard to developing the game at grass roots level.

In tandem with the Development Plan, the Association has decided that by 1998, adults involved with children's football should have completed an E (Early Touches) or D (Development) Certificate Course.

This decision is consistent with the requirement of all senior clubs to ensure that any staff working or seeking to work with children must have completed a D (Development) and an E (Early Touches) Certificate Course by 31st December, 1995.

The finishing aspects have been recently completed on a new Early Touches video which aims to enhance skill acquisition and development for youngsters in the 5-12 age group.

Youth Football

As in previous years open courses for youths were included in the programme of S.F.A. Goalgetters Courses and Residential Playball Courses. These courses were non-selective, involved both boys and girls, and were focused on the skill development of the youngsters involved.

Once again, members of the Association's technical staff were actively involved with elite groups, including the Under 15 and Under 16 Schools' International teams, the Under 16 Girls' squad and the S.F.A. International youth teams at Under 16, Under 17 and Under 18 levels. In this context the emphasis was placed on the long-term development of youth players and the acquisition of good habits both on and off the playing field.



The Association has donated 380 sets of Junior Goalposts to promote the small sided game philosophy at grass-roots level. The goalposts were distributed throughout Scotland as far North as the Shetland Islands and as far south as Dumfries. Those groups benefiting from this venture consisted of Member Clubs, Affiliated National Associations, Educational Establishments, the S.F.A. Community Coaches and Development Officers. The second phase was a grant aided system to allow those groups working with

children the opportunity to purchase the goalposts at a price suitable to their budget. 450 sets were available through grant-aid making a current total of 830 sets of Junior Goalposts being used in Scotland to promote and develop football at grass-roots level.

The East European Assistance Bureau of U.E.F.A. approached the Association for help and a donation of suitable sets to assist in the development of children's football in the Baltic Regions was provided. These have been dispatched to the appropriate countries.

The scheme in Scotland has proved very popular and when phase three is fully implemented another 300 sets should be distributed.

To further enhance the children's and youth programmes a goalkeeping video has been produced by the Technical Department acting on the guidance of National Goalkeeping Coach, Alan Hodgkinson. This video will add to the current coach education resource library and will be an excellent aid for those wishing to develop this specialised position. The many goalkeeping routines were performed by the National and Under 21 Team goalkeepers, complemented by a section showing eleven and twelve year olds at work.

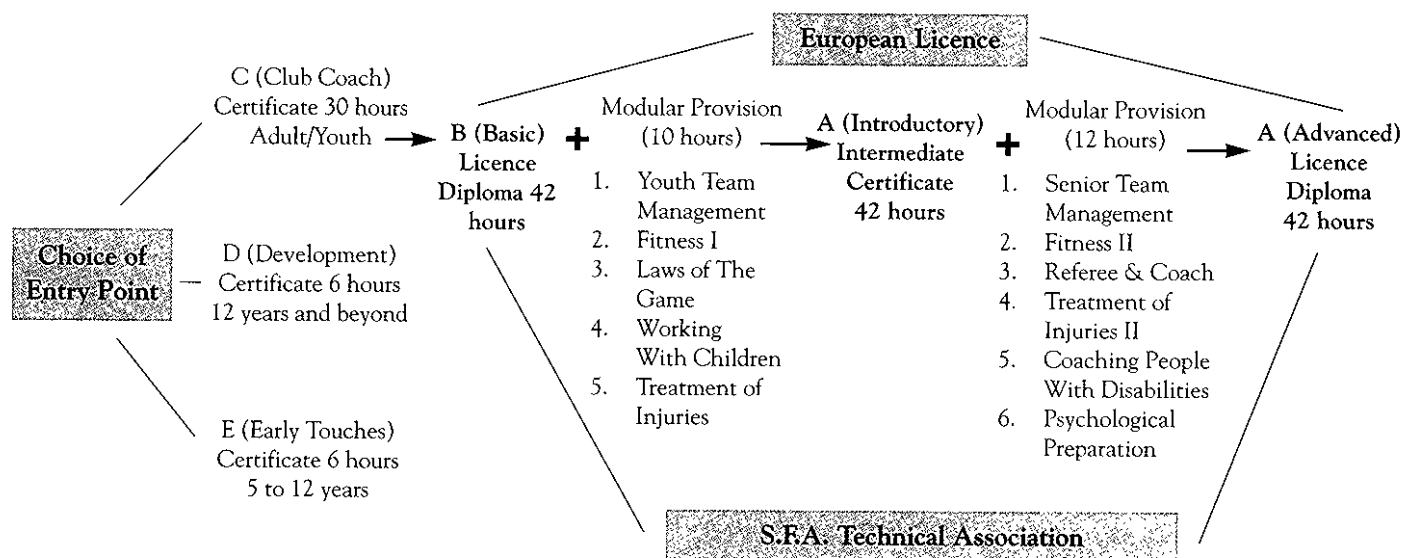
Adult Football

The adult coach education programme has continued to attract high numbers of candidates and indeed at C (Club Coach) Certificate level, 294 candidates attended the 1994 course, compared with 240 in 1993. At the top level, 17 candidates gained the A (Advanced) Licence Diploma, 12 candidates received the A (Introductory) Certificate and 39 course members attained the B (Basic) Licence Diploma. At the grass roots level, the numbers attending E (Early Touches) and D (Development) Certificate Courses has grown rapidly and at the present time there are 1,320 E-Certificate holders and 2,537 D-Certificate holders.

The Association awaits the introduction of the new European Coaching Licence, and has embarked on a series of modules during the winter months at six venues throughout the country. These modules, together with our normal A and B-Licence programme, should ensure that we can make a relatively smooth transition towards the European equivalent.

The progressive coach award structure now takes a new shape:-

Coach Award Structure



The S.F.A. Technical Association members held their Annual General Meeting and Seminar on Sunday, 2nd October, 1994, when Alex Smith (Manager, Clyde F.C.) and Alex McLeish (Manager, Motherwell F.C.) were appointed President and Vice-President respectively. The star guest on this occasion was Roy Hodgson (Manager, Swiss National Team).

For his excellence in the development programme for Coach Education in Scotland, Adult Programme Director, Frank Coulston, was awarded the prestigious "Coach of the Year" Award by the Scottish Sports Council. This represents a great honour, not only to Frank himself, but to his colleagues in the Technical Department.

S.F.A. Community Scheme

There is no doubt that the S.F.A. Community Scheme is now an integral part of football development throughout the country. In 1994/95, many more local authorities, football associations, clubs and schools have called upon the services of the locally based Community Coaches and Football Development Officers. The early groundwork undertaken is now reaping great rewards with many football leaders appreciating the philosophy being delivered by the coaches.

When Soccer Centres, Player Development Centres and Small-Sided Leagues were introduced, they were greeted with some scepticism by certain football personnel, but there are now many adults assisting, and children participating very successfully in, these projects. The number of children who now have varied opportunities to not only play for the fun of it but to develop new skills and ideas can be highlighted by the increased attendance in S.F.A. Goalgetters Courses which are offered during school holidays.

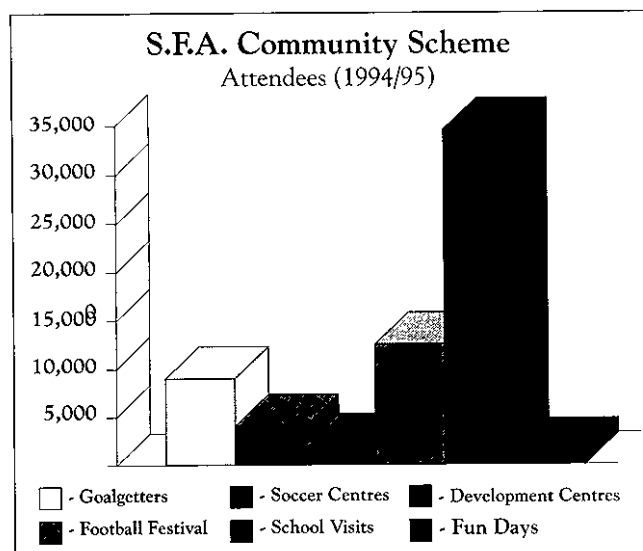
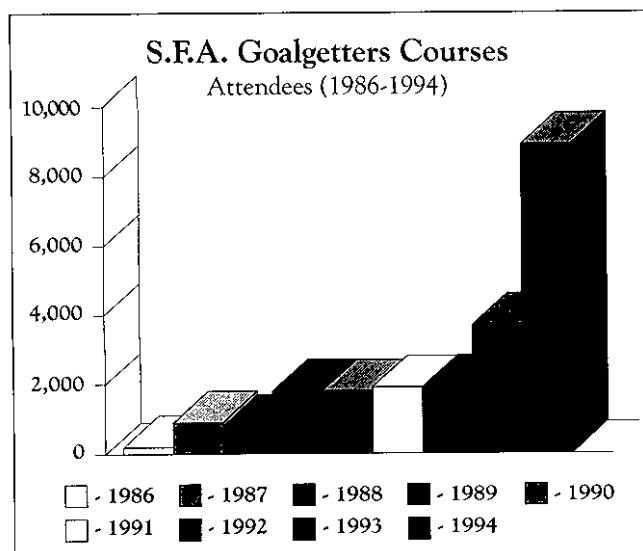
Following these courses, the children are now given the chance to enrol in the Community Coaches'/Football Development Officers' Programmes which take place throughout the year.

During the year, 89 Soccer Centres were in operation, covering the length and breadth of Scotland. These Centres were instigated by the Community Coach or Football Development Officer for his area and then interested groups continued the project. For example, in Fort William, the District Council oversees the Centres, whilst in Newton Stewart, the local clubs ensure the continuation of the Centres. Over 4,000 boys and girls have enjoyed the weekly games which have been initiated.

When these Centres close for the winter, Player Development Centres open from October to March, where the emphasis is on basic skills development in a comfortable, indoor arena but, at the same time, ensuring enjoyment as a major priority. The 55 venues had 1,700 participants with ages ranging from 5 to 14 years.



Therefore, the total number of boys and girls who have been involved with the scheme programme in 1994/95 is as detailed in the graph below:-



The foundation for the further development of the game is now well established and, with similar effort and enthusiasm, 1995/96 should herald many more notable achievements.

Wider Horizons

The Association, in its earnest endeavours to broaden its horizons and therefore refuting any suggestions of an insular approach, has been represented at courses throughout the world. Technical Director, Craig Brown, gave practical demonstrations and lecture presentations on courses in the U.S.A. in Spain and in Slovakia and was joined on the U.E.F.T. (European Coaches Union) Course in Portugal by Adult Programme Director, Frank Coulston. The first ever course for National Team Managers was conducted in Sweden and the Association was represented by the International Team Manager and his colleague, Eric Black.

Ross Mathie, Youth Programme Director and Jim Sinclair, Children's Programme Director, accompanied the Chairman of the Youth Football Committee, Mr. John McDonald to the 4th Annual European Youth Coaches Convention in Norway. The conference delegates studied and discussed such topics as match systems in the European youth competitions, the current state of European Youth Football, and possible solutions which might give a fresh impetus to the promotion of Youth Football throughout Europe. The Association also participated in the Media Exhibition throughout the conference presenting all publications and videos, covering Coach Education, Player Development, Refereeing, Junior Goalposts and Laws of the Game packs.

The Youth Programme Director accompanied by Mr. J. Bone, Manager, St. Mirren F.C., spent a few days studying the youth structure of the French Club, Auxerre. The club was amateur until 1979, which was a very successful year for them as they won the French Division II Championship and were beaten finalists in the French Cup. The success of that

year prompted the President Jean-Claude Hamel to make the club full-time professional. Since then, the club has participated four times in the U.E.F.A. Cup in the 1980s and twice in the 1990s. The crowning glory for the club was in May, 1994 when they won the French Cup for the first time in their history. The Club President and the Manager, Guy Roux, were more than delighted to allow representatives of the Association to study their methods in Youth Development.

Auxerre has the reputation of having the best structure in Europe regarding the development of young players, and it is very difficult to argue against this when observing the staff composition, facilities and the excellent school system introduced into the Club.

It is widely acknowledged that in the Netherlands the development structure of players and coaches is also one of the finest, not only in Europe, but in the world. To become even more familiar with the Dutch system, three members of our Technical Department accompanied the National Team to Utrecht in May. Jim Sinclair, Eric Black and Jim Fleeting were guests of the members of the Technical Department of the Dutch F.A. who were most willing to share their experience in the promotion of grassroots football development.

It remains an ambition of all involved in the Coaching of Football to have a network of full-size indoor football pitches. This and the objective of achieving a National Football Centre, will continue to be discussed with a view to bringing these dreams to fruition.

Disciplinary Committee

1994 proved to be quite a busy and demanding year for the Disciplinary Committee, with a variety of important matters to be determined. Regrettably, much of the year was dominated by players' misconduct in matches.

Players' Misconduct

The Disciplinary Procedures allow the committee to deal with what may be regarded as Exceptional Cases of Players' Misconduct and to impose additional penalties as are considered to be merited over and above those which are automatically incurred by the Procedures. On 6 occasions, involving a total of 8 players, the committee found itself having to deal with such cases.

Three of the cases involved exactly the same offence - a player spitting at or on an opponent. Quite rightly, the committee considers the act of spitting to be extremely distasteful and wholly unacceptable in the game of football.

One prominent player of International status was suspended for 12 matches for an incident with an opponent during a match. This particular case is still to be finally resolved as the player submitted an appeal against the committee's decision which is being held pending until a court case in respect of the player's involvement in the incident is concluded. Whichever views might be held with regard to the involvement of the country's legal processes in cases of misconduct which occur on the field of play during football matches, this particular case brought home the message which the Association has been at great pains to put across in recent years - that participants in matches, be they players or managers or coaches, require to be entirely aware of their responsibilities for their actions if they wish to avoid outside agencies becoming involved in footballing matters. Clear warnings have been given often enough!

The remaining 2 cases involved players exchanging punches with each other and each of the 4 players received a suspension of 10 matches. Incredibly, one of these cases involved 2 team mates fighting with each other in a friendly match at the start of the season. The view of the committee was that the misconduct of the players required and deserved a lengthy suspension. The need to protect the game's image was also uppermost in the committee's thinking, given that the case involved 2 prominent professional players, one an International, with one of the country's leading clubs.

The committee hopes that this outbreak of serious misconduct is isolated and not reflective of the standards of discipline within the game in Scotland. There should certainly be an awareness among players and their employers of what might befall them if they seriously step out of line on the field of play. The resolve of the Disciplinary Committee to deal with such cases when they arise should not be doubted. The need to maintain control over indiscipline, allied with the need to protect the game's image, has undoubtedly increased in recent years, particularly as public interest in football seems to be greater than ever before and with those involved accordingly coming under much greater scrutiny. The publicity given to such misconduct has an adverse effect on football, particularly when the Association has been proclaiming the message of Fair Play! in recent years.

One topic which crops up very regularly, both within football and in the media, is that relating to whether or not television or video evidence should be used in disciplinary cases. There are certainly pros and cons to both sides of the argument but, in the context of wishing to deal fairly with each and every case on the basis of reports which are received, it continues to be the Association's policy not to use such evidence.

Officials Reported

The committee's strong resolve to deal with misconduct also translates into imposing sanctions on errant club officials. The committee had, for example, little hesitation in extending, by 5 years, a limitation currently being served by a coach for misconduct towards a referee and to impose a severe financial sanction on him. This case was but one of 20 dealt with during the year. Despite the aforementioned case, repeat offenders continue to be relatively scarce nowadays. Let it be hoped that it remains that way and that lessons can be learned!

Incidents Involving Spectators

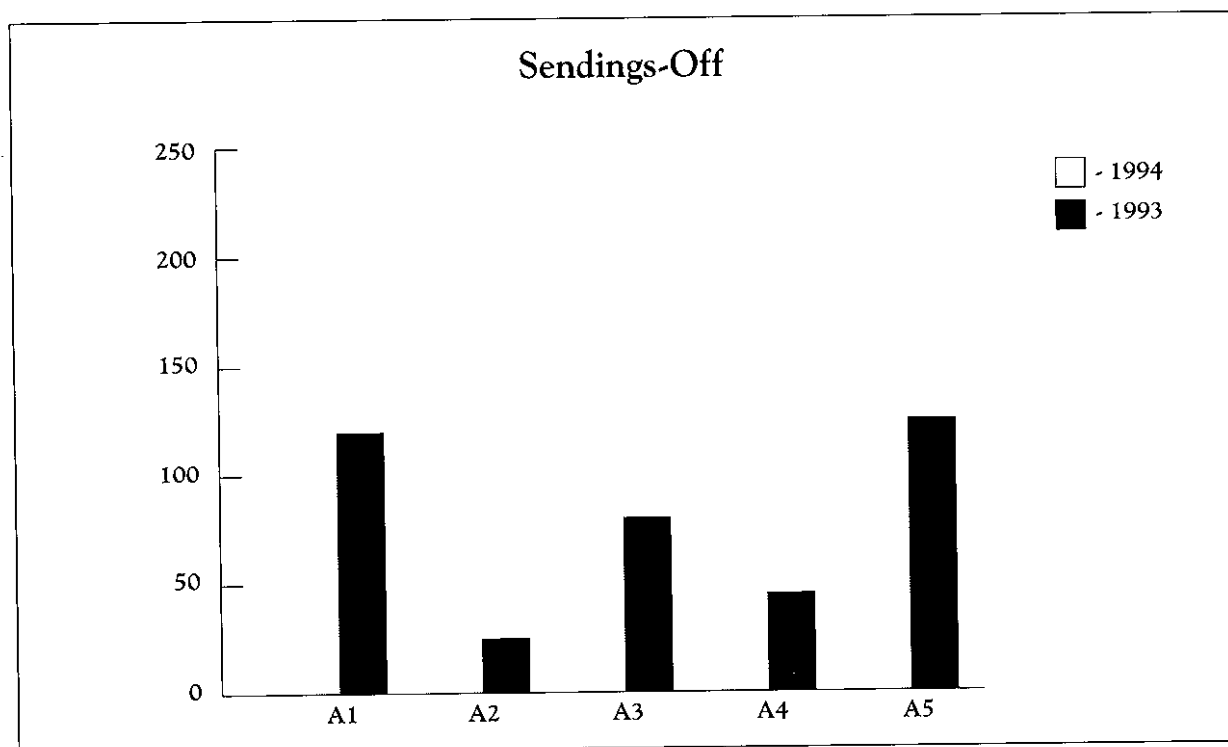
For whatever reason, there has been a considerable increase in the number of reports received concerning incidents involving spectators at matches. The sheer variety of the nature of these reports, 36 in total, from all categories of senior football, indicates the randomness of these incidents which, in many cases, are carefully noted by the committee. There were however several incidents of a more alarming type, including an invasion of the field of play by "supporters" of Dundee F.C. at the club's Tennents Scottish Cup Third Round match at Clydebank F.C. which, thankfully, was determined not to be caused by any desire to disrupt the playing of the match; the attempted assault of a player by a spectator during the New Year's Day Celtic v. Rangers match and the accosting and verbal abuse of a referee by a spectator at a Highland League match at Forres Mechanics F.C.

The committee very much regrets intrusions by spectators on to the field of play, being of the view that it is an area solely for players and match officials. All clubs should ensure that stewarding and security arrangements are reviewed periodically to ensure that appropriate measures are in place to deal with any attempted misconduct by spectators at matches. Spectators are an essential part of football and their involvement helps to create atmosphere at matches but such misconduct, as earlier illustrated, is entirely unacceptable. Clubs have to maintain guard at all times to ensure a completely safe environment for both players and spectators at matches. Scenes at the conclusion of matches of joy and celebration have the nasty habit of going sour. The field of play is for the performers, not the audience!

Field Offences

Last year's Report contained the good news that there had been significant decreases in the number of sendings-off and cautions in 1993 in comparison with the previous year's figures. It would seem that 1993 was but a blip on the upward spiral of field offences. For the first time in a calendar year, sendings-off and cautions passed the 500 and 6,000 levels, respectively. The exact figures are:-

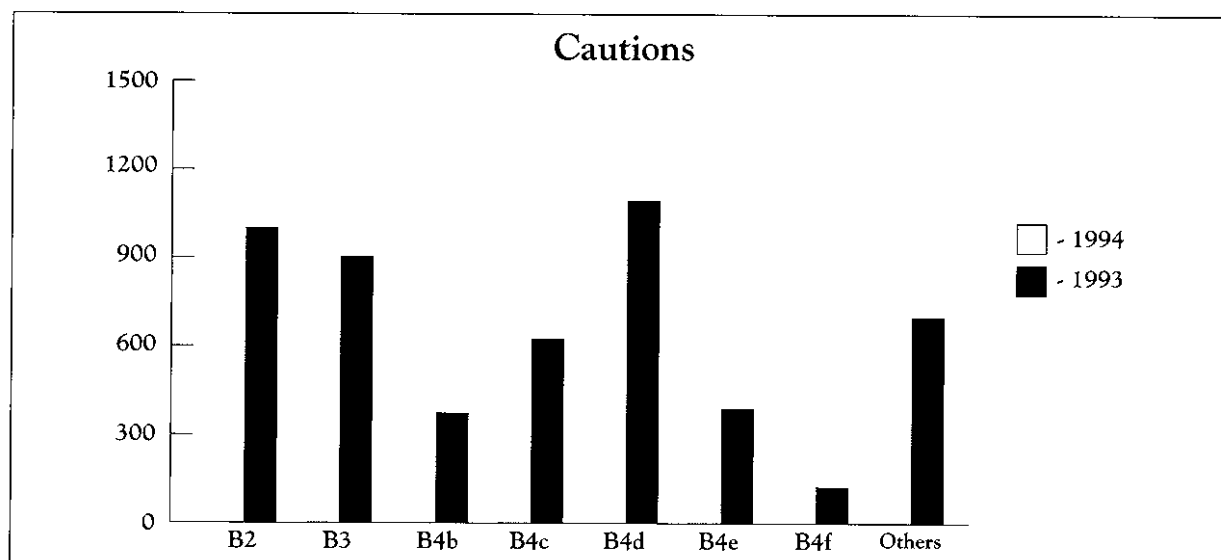
Sendings-off - 529
Cautions - 6,304



A1 - Violent Conduct A2 - Serious Foul Play A3 - Serious Foul Play (as defined by Law 12, I.F.A.B. Decisions 15 & 16)
A4 - Foul or Abusive Language A5 - Being Guilty of a Second Cautionable Offence

The split for the period January - May and August - December is revealing:-

	<u>January - May</u>	<u>August - December</u>
Sendings-off	201	328
Cautions	2,499	3,805

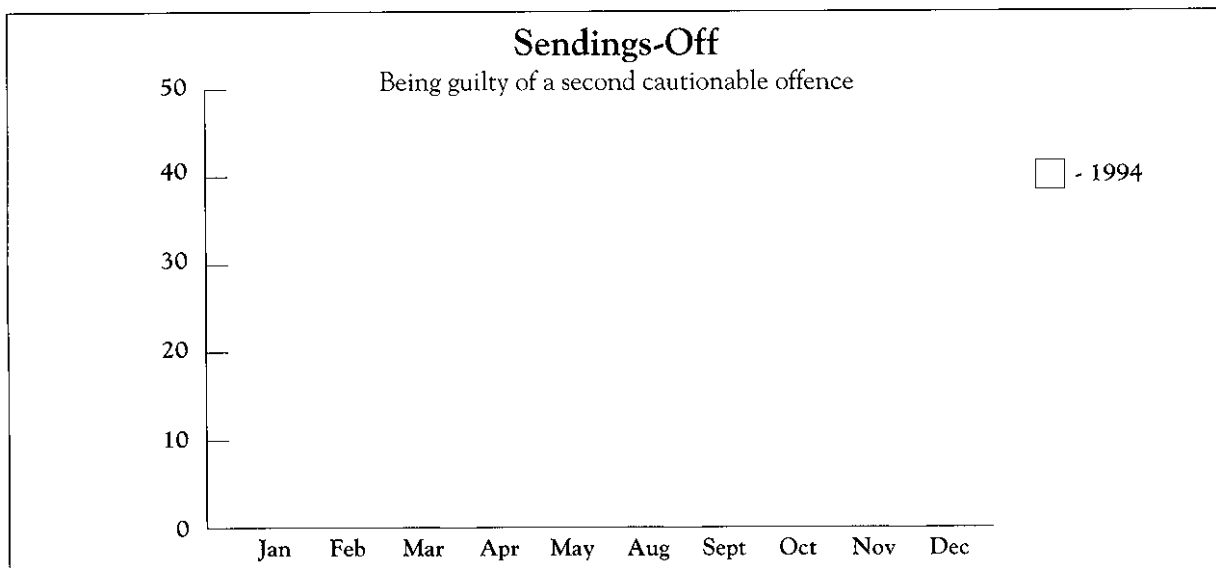


B2 - Persistently Infringing B3 - Dissent B4b - Deliberately Tripping B4c - Recklessly Dangerous Play
 B4d - Delib. Playing Opp's Leg(s) B4e - Adopting Aggressive Attitude B4f - Deliberately Handling

Whilst a comparison cannot be like for like, because of differences no doubt in the number of games played in the 2 periods, the higher figures for the second part of the year reflects the part played by referees in carrying out the Association's instructions to strongly enforce the Laws of the Game from the commencement of season 1994/95. This measure was invoked following the successful contribution made to the World Cup Finals in the U.S.A. by referees in this regard which helped to produce a very skilful and entertaining tournament. The ethos of the approach taken during the World Cup is equally applicable to our own domestic game. On the whole, the adoption of this strategy to help make the game more entertaining has been well received by all sectors, notwithstanding the anticipated bleatings of some who complain that things have gone overboard.

As has been stated in previous Annual Reports, rising levels of misconduct should not be a prime concern if such campaigns are to meet with success. Referees can play their part but it also requires players to change attitudes to their fellow players and to have a more positive, rather than destructive, attitude to the game. Learning to do so is their responsibility, otherwise sendings-off and cautions will continue to result. Referees, after all, only apply the laws - they do not kick or trip opponents or show dissent or aggression to others. The employers, i.e. the clubs, must display an unambiguous commitment to high levels of discipline on and off the field of play. Woolly and fudgy comments via the media are distinctly unhelpful in this regard!

Of particular note within the sendings-off section is, from the start of season 1994/95, the quite remarkable and dramatic increase in players being dismissed for being guilty of a second cautionable offence. Players and club management obviously have not been heeding the consequences of further misconduct after receiving their first caution and are having to learn the hard way.



Disciplinary Analysis

The monitoring of clubs' disciplinary records continues. Ten clubs were fined because of their poor disciplinary records in season 1993/94 and 5 were warned. Three of those clubs which were fined, had been fined for their poor record in the previous season. The issuing of sanctions and warnings is, perhaps surprisingly, not predominant in the consideration of the Analysis. It is pleasing to record that 24 clubs were commended for the satisfactory standard of discipline which they had displayed and, of these, 11 had been similarly commended the season before. Correct standards can therefore be achieved and maintained by clubs and these clubs should set the example for others to follow. Why is there the delay?

Referee Committee

A variety of issues concerning referees and refereeing came to the attention of the Referee Committee in its first full year of operation. Regular liaison continues with the Referee Supervisors' Committee and with the Scottish Football League which is of undoubted benefit to all parties.

In order to continue its aim of enhancing the status of referees, one major decision taken by the Referee Committee was to introduce a graded scale of fees for the Tennents Scottish Cup rather than continue with the long standing tradition of having a standard fee for all but the Semi-Final and Final Ties. The committee considers that the fees which match officials now receive reflect the importance attached to the Cup as the competition progresses and provides a more suitable level of recompense for their services. Perhaps other football bodies should review practices which are a legacy of a bygone era!

From time to time, and as happened during the year, the retiral age of referees is raised for discussion, mainly from the point of view that experienced referees should be given the chance to continue beyond the retiral age of 50. The topic is always fully debated but the balance of the argument has always come down in favour of there being no alteration to the age limit, for the reason that to selectively choose certain referees to go beyond the retiral age would give rise to more problems than might be anticipated and reduce the opportunity for other referees to gain promotion to Class 1.

Referee Supervisors' Committee

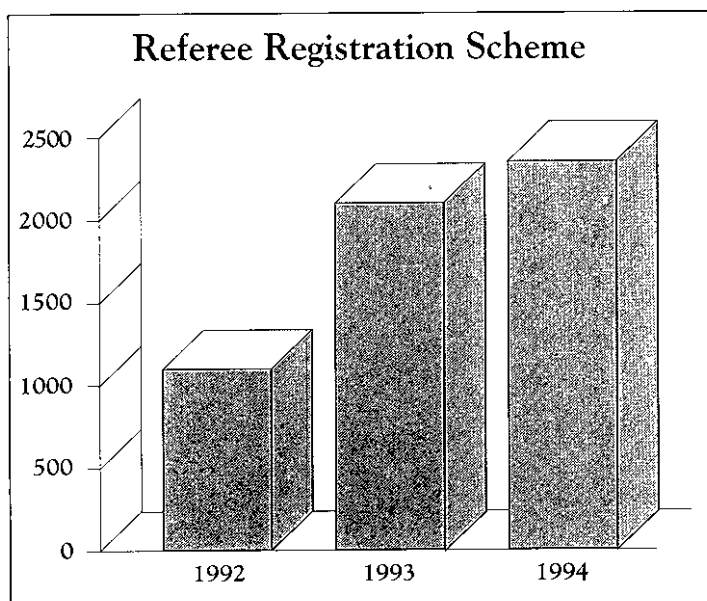
The Referee Supervisors continue to carry out invaluable and important work on behalf of the Association, much of which might be unknown to others participating in football. In addition to the assessment of referees and linesmen, it is worth recording that their duties also include liaison between the Association and the Referees' Associations, the monitoring of the physical training of referees, the invigilating and marking of referee examinations and the assessment of the List of Senior Referees, subject to the approval of the Referee Committee.

There are now 23 Referee Supervisors in number, following the appointments in July of Douglas Hope and Donald McVicar who both retired as Class 1 referees at the end of season 1993/94 after many years service.

During 1994 a number of projects have been undertaken in the Development Department.

Referee Registration

The number of registered referees has increased steadily since the Scottish Football Association's Registration Scheme was introduced in 1992, and Affiliated National Associations now use only registered referees for their matches.



Referee Instructors

Following various courses over the past few years, the Association has now appointed S.F.A. Referee Instructors who will not only assist with instruction in their own local Referees' Association, but will also be available to undertake courses for other groups such as coaches, players or educational establishments. A number have already contributed to the A and B Licence Coaching Courses, and this involvement will increase in the future.

We are pleased to note the assistance these S.F.A. Referee Instructors give to development programmes within the local Referees' Associations.

Overseas Courses

The Chairman of the Referee Supervisors' Executive Committee, Mr. Tom Wharton, O.B.E. represented the Association at the Referees' Course of the German F.A. in July, while the Development Director attended the Referees' Course of the French F.A.

The Development Director was also invited to lecture at overseas courses in Turkey, The Netherlands, the United States, Surinam and Barbados.

The Association is pleased to be represented at such important gatherings where many items of mutual benefit are discussed.

International Appointments

Scottish Referees continue to receive a large number of international appointments as shown in the list below:-

Kenneth Clark	European Champion Clubs' Cup Avenir Beggen v. Galatasaray 10th August 1994.	U.E.F.A. Cup FC Twente Enschede v. Kispest Honved 13th September, 1994.
	U.E.F.A. Under-16 Championship Mini-Tournament - Austria 4th-8th October, 1994.	European Under-21 Championship Cyprus v. Armenia 16th November, 1994.
Hugh Dallas	International Match Belgium v. Zambia 4th June, 1994.	European Youth Championship Spain 22nd July to 1st August, 1994.
	European Cup Winners' Cup HJK Helsinki v. Besiktas 29th September, 1994.	European Under-18 Championship France v. Luxembourg 16th November, 1994.
	"B" International Match England v. Republic of Ireland 13th December, 1994.	U.E.F.A. Under-21 Championship Denmark v. F.Y.R. Macedonia 25th April, 1995.
Jim McCluskey	European Championship - Qualifying Match Norway v. The Netherlands 12th October, 1994.	U.E.F.A. Cup Sporting Club de Portugal v. Real Madrid 27th September, 1994.
	European Championship - Qualifying Match Israel v. France 29th March, 1995.	U.E.F.A. Cup Bordeaux v. GKS Katowice 1st November, 1994.

	European Championship - Qualifying Match Spain v. Denmark 16th November, 1994.	European Champion Clubs' Club Hajduk Split v. Steaua Bucharest 7th December, 1994.
	European Championship - Qualifying Match Israel v. France 29th March, 1995.	
Les Mottram	European Championship - Qualifying Match Iceland v. Sweden 7th September, 1994.	European Champion Clubs' Cup Anderlecht v. Steaua Bucharest 14th September, 1994.
	European Champion Clubs' Cup Ajax v. Austria Salzburg 2nd November, 1994.	U.E.F.A. Cup Baumit Admira Wacker v. Juventus 24th November, 1994.
	European Champion Clubs' Cup Goteborg I.F. v. F.C. Bayern Munich 15th March, 1995.	European Champion Clubs' Cup Milan A. C. v. Paris St. Germain 19th April, 1995.
John Rowbotham	International Under-16 Tournament Portugal 24th February to 1st March, 1995.	
Andrew Waddell	U.E.F.A. Cup AIK Solna v. Romar 23rd August, 1994.	European Cup Winners' Cup Real Zaragossa v. FC Gloria Bistrita 29th September, 1994.
	European Under-21 Championship Portugal v. Austria 12th November, 1994.	
William Young	Under-21 International Tournament Toulon, France 28th May to 8th June, 1994.	International Match Sweden v. Lithuania 17th August, 1994.
	European Championship for Women's Teams Germany v. Switzerland 25th September, 1994.	European Under-18 Championship Denmark v. Czech Republic 19th October, 1994.
	European Under-18 Championship Mini Tournament, Turkey 20th to 27th November, 1994.	European Championship for Women's Teams Sweden v. Norway 4th March, 1995.

Special mention must be made of the appointments of Les Mottram to World Cup U.S.A. '94, where he refereed the matches Korea v. Bolivia and Greece v. Nigeria and Jim McCluskey to the final tie of the U.E.F.A. Cup Competition between Inter Milan and Casino Salzburg. These were major appointments for Scottish football and both referees are to be congratulated on their success.

The International List of Referees and Linesmen for 1995 is:

F.I.F.A. Referees

Kenneth Clark
Hugh Dallas
Jim McCluskey
Les Mottram
John Rowbotham
Andrew Waddell
William Young

F.I.F.A. Linesmen

Graeme Alison
John Fleming
Jim Herald
Joe Kelly
Robert Orr
George Simpson
Kevin Bisset
George McGuire
Iain Cathcart
Robert Gunn

St. Andrews Conference

The 48th Annual Referees' Conference at St. Andrews from 17th to 19th June, 1994 was most successful. Almost 400 referees from all grades and from all parts of Scotland attended.

The theme of Conference this year was "Facing Up To Problems" and those present benefited greatly from the lively discussion groups, videos and practical demonstrations which took place.



Local Referee Associations

The work of the local Referee Associations continues to develop and expand. The Minor Grade Advisory Panels giving advice to young referees are now well established and many Associations also have support groups to encourage and support these young referees in the early stages of their refereeing career.

Most registered referees in Scotland serve grass roots football and the Association proudly recognises their key role in Scottish football.

Referee Recruitment

Referee recruitment figures are satisfactory but there is always a demand for more referees to cover the increasing number of games taking place.

Referee recruitment figures over the last four years are shown opposite.

The Jack Mowat Trophy

The Jack Mowat Trophy is now awarded to the referee appointed to the Scottish Cup Final. The 1994 winner was Douglas Hope. For him, the Cup Final was his last match before retiring and being appointed a Referee Supervisor.

Jack Mowat M.B.E.

Sadly, the Association must record the death of Jack Mowat in this year's Annual Report. In a distinguished career in football spanning over six decades, he refereed seven Scottish Cup Finals and also the World Cup in Sweden in 1958.

He is especially remembered for refereeing one of the greatest games ever played in Scotland, the European Cup Final between Real Madrid and Eintracht Frankfurt, at Hampden Park, in 1960.

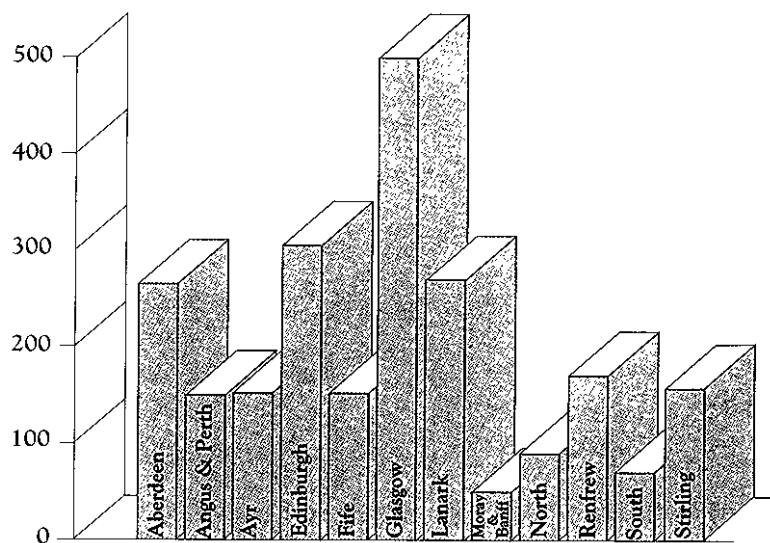
He served as Chairman of the Referee Supervisors Committee from 1961 until 1990 and was appointed to the F.I.F.A. Referee Committee from 1974 to 1981.

He is fondly remembered as a man who gave a lifetime of service to refereeing and to football and was a major influence in the development of refereeing in Scotland and beyond.

We have lost a world authority on the Laws of the Game.

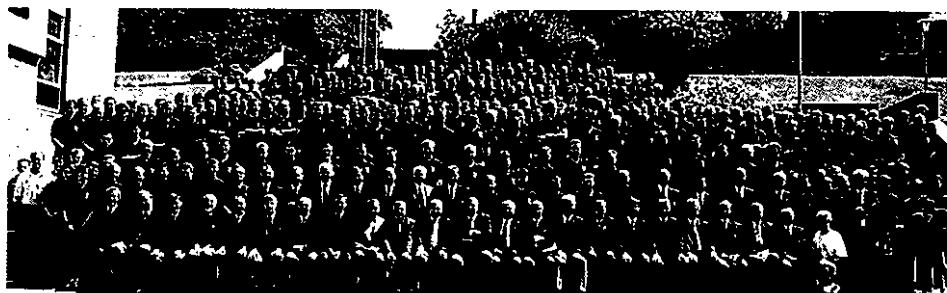
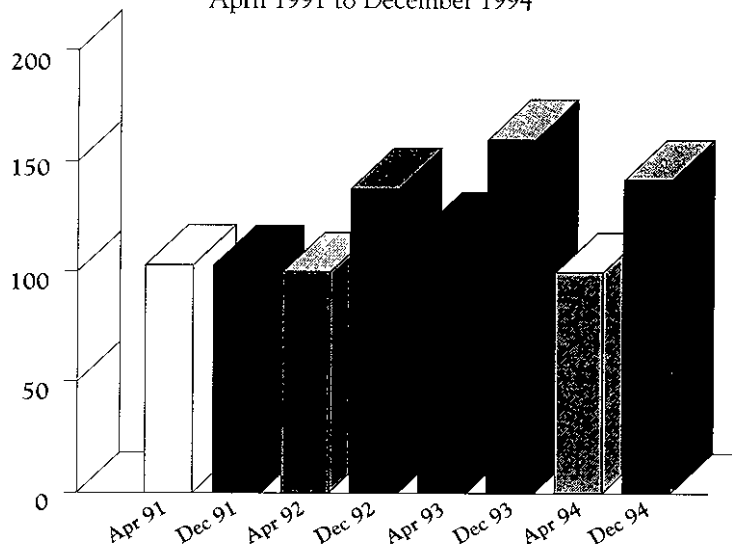
Registered Referees

As at 31st January 1995 (Total: 2355)



Referee Recruitment Figures

April 1991 to December 1994



Youth Football Committee

Players Born on or after 01.08.76

11th European "Under 18" Youth Championship

The "Under-18" team's season was to all intents and purposes over by early October as a consequence of their failure to overcome Israel and Norway in the mini tournament which had been arranged in this important competition.

Scotland has not previously enjoyed the best of good fortune in such mini tournaments and the competition in Kristiansand, Norway, will be remembered by those involved by the crushing disappointment of the final two minutes of Scotland's second game. Having defeated a very good Israel team by one goal to nil on 3rd October, 1994, hopes were high that the young Scots could secure the result against the host country, Norway, which would take them to the next stage of the tournament. However, having almost achieved the result which they sought, two goals in the last two minutes of the match by Norway consigned our "Under-18" team to a similar fate to that of other Scottish teams in earlier years.

Results

Israel 0; Scotland 1 - 03.10.94

Scotland 1; Norway 2 - 05.10.94

Players Born on or after 01.08.77

Four Nations "Under-17" Youth Tournament, Belgium

Scotland's "Under-17s" participated in this annual event by travelling to Arlon in Belgium to face The Netherlands and the tournament hosts, Belgium, together with Denmark, a new introduction to this tournament in place of Italy.

For once lady luck smiled on Scotland when a 1-1 draw was achieved against a technically superior Dutch team which may well, on another day, have seen a defeat. This result provided inspiration to the young Scots who followed up with a 1-0 victory over Denmark and a 2-0 victory over the host nation, Belgium, to claim the winners' trophy in a competition which had last been won by Scotland in Alassio, Italy, in 1986.



Results

The Netherlands 1; Scotland 1 - 13.09.94

Denmark 0; Scotland 1 - 15.09.94

Belgium 0; Scotland 2 - 17.09.94

Players Born on or after 01.08.78

13th European "Under-16" Youth Championship

As experience has demonstrated in under age competitions, in some years the crop of youngsters available can show much promise, whilst in other years there may be areas of the team which are deficient. This year's "Under-16s" appear to typify the former and battled through their qualifying group, comprising Finland and Iceland, with a record which recorded no defeats and only two goals conceded.

Perhaps the arrangement of fixtures favoured Scotland as the difficult away matches in Finland and Iceland were the first two fixtures played, and having achieved a 1-0 victory in Finland and a 0-0 draw in Iceland, Scotland had home advantage in the decisive matches in the group.

Nevertheless, the statistics relating to Scotland's home match with Finland do not tell the whole story, as within two minutes of the commencement of the second half of that game, Scotland were 2-0 down and apparently out of the competition. As exciting a second half as can be remembered by most present at Kilbowie Park, culminating in Scotland winning by three goals to two, guaranteed Scotland, as a consequence of the results in the earlier fixtures between Finland and Iceland, a place in the final stages of this tournament in Belgium. Accordingly, although Scotland's home match with Iceland was of minor importance, our young hopefuls produced some moments of delightful football in a 4-0 victory over Iceland at Alloa's Recreation Park.

The finals of this tournament will be hosted in Belgium in the period 22nd April to 7th May, 1995, and it is to be hoped that this young Scottish side can progress further in this championship.

Results

Finland 0; Scotland 1

Iceland 0; Scotland 0

Scotland 3; Finland 2

Scotland 4; Iceland 0

"Under-16" International Tournament of Algarve, Portugal

In preparation for the finals in Belgium, our "Under-16's" participated in an "Under-16" International Tournament in the Algarve in the period 24th February to 1st March, 1995. Our young lads acquitted themselves well, finishing in second place following a victory over Iceland, a draw with Norway and a narrow defeat by the hosts, Portugal.

Results

Norway 1; Scotland 1

Portugal 1; Scotland 0

Scotland 6; Iceland 1



European "Under-16" Youth Championship, 1998

During the course of the year, the Association was confirmed by U.E.F.A. as hosts of this event in 1998, which marks the 125th anniversary of the founding of the Scottish Football Association. A great deal of work will be undertaken by the Association's Committees and administration in connection with this prestigious event, and it is to be hoped that, with the co-operation of the Association's member clubs, it will be equally as successful as previous major international youth tournaments held here in Scotland in 1970 and 1989.

National Youth Competition

The final stages of the 1993/94 competition were once again organised by the Association at the National Sports Training Centre, Inverclyde, Largs - a venue which has become very popular with the participants over the years.

The Scottish Amateur F.A. maintained its remarkable sequence of recent years in the tournament by defeating the Association of Scottish Youth Football Clubs by 4-1 in the final tie. This victory is the Amateur's fifth win in the competition in the last eight years.



B.P. Scottish Youth Cup

The eleventh B.P. Scottish Youth Cup Final remarkably recorded the first ever win for Rangers in the competition. On two previous occasions the club had appeared in the Final and left empty-handed.

After forty minutes of the first half it looked as though this unsuccessful sequence would continue, as the club's young stars were 3-0 down to a very determined Airdrieonians youth team. Whether it was a case of one team believing that the hard work had been done, or tiredness on the part of certain players,

where nervous energy had been expended too quickly, the final result of five goals to three for Rangers highlights the unpredictability of youth football. The crowd which gathered at Broomfield Park for the penultimate match to be played at the stadium were, however, the real winners, as they had witnessed a match full of energy, enthusiasm, skill and excitement. Another memorable Final to add to the growing list of previous entertaining B.P. Scottish Youth Cup Finals.



Appeals Committee

The Appeals Committee considered 12 appeals during 1994, which was an increase of one on 1993, and three on 1992. An analysis of these appeals reveals:-

- (a) 6 against decisions of the Scottish Amateur F.A. of which one was upheld to the extent that a five year suspension was reduced to one year. The other 5 were dismissed.
- (b) 2 against decisions of the Scottish Football League, one of which was upheld.
- (c) 2 against decisions of the Scottish Junior F.A. which were both dismissed.
- (d) 1 against a decision of the Association of Scottish Youth Football Clubs which was upheld.
- (e) 1 against a decision of the Scottish Women's F.A. which was dismissed.

In two of the cases costs were levied totalling £250.

The type of decisions appealed against were extremely varied as was the spread of the appeals which were lodged against League bodies and Affiliated National Associations.

These could be split, as follows:-

- * 2 against the length of suspension imposed by an Affiliated National Association
- * 2 against decisions of the Scottish Amateur F.A. relating to clubs fielding ineligible players under false names and, in one case, of attempting to mislead a committee.
- * 2 against suspensions imposed for threatening behaviour towards the referee
- * 2 against a decision of the Scottish Junior F.A. to fine the clubs involved £1,500 for bringing the game into disrepute
- * 1 against a decision of the Scottish Football League with regard to a club's entitlement to compensation following a player having signed for another club
- * 1 against a decision of the Scottish Football League with regard to an unauthorised approach by a league club to a player/manager of another league club
- * 1 against a decision of the Scottish Women's F.A. with regard to the behaviour of a club official
- * 1 against a decision concerning a club's eligibility to remain in membership of the East of Scotland County F.A. of the Association of Scottish Youth Football Clubs for season 1994/95 only.

SCOTTISH
FOOTBALL
agrees
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PLAY**
please!



Executive Committee

The role of the Executive Committee is:-

- * to advise the Council on all matters involving the general policy of the Association
- * to review all notices of motions and report on their competency or advisability
- * to deal with all matters which do not come within the scope of any of the other Standing Committees
- * to consider all questions which may be remitted to it by the Council or by a Standing Committee.

In the course of 1994, the Executive Committee met on 9 occasions. On three further occasions it was called upon to deal with matters requiring immediate attention, by telephone contact. The committee was assisted in its duties by the following sub-committees to which it had delegated its authority:-

Rules Revision Committee, which is formed of the Association's 1st Vice-President and two members of the Council. Its purpose is to consider and to propose changes to the Association's Articles and regulations.

Development Sub-Committee, which is formed of the Association's Office Bearers, the Chairman of the Youth Football Committee, the Chairman of the Coaching Committee, and the S.F.A. Technical Director. Its purpose is to progress the development of grass roots level football.

Medical Sub-Committee, which is formed of the Association's 1st Vice-President, the Association's Honorary Medical Consultant, the S.F.A. Technical Director and one member from the Association's Panel of Medical Advisers. Its purpose is to consider medical matters related to football and to provide advice and recommendations.

The Office Bearers play an important role in the fulfilment of the Executive Committee's duties, and are delegated to carry out various functions on behalf of the committee. In the year 1994, this entailed:-

- * having meetings with their counterparts at the Scottish Football League, through the Liaison Committee, to discuss matters of mutual interest
- * being responsible for the progress of the Tennents Scottish Cup Competition and the BP Scottish Youth Cup Competition and for overseeing the draws which are held for each round.
- * representing and acting for the Association at meetings of F.I.F.A., U.E.F.A., International F.A. Board, and with other National Associations and football bodies.
- * representing and acting for the Association at meetings with other bodies, such as the Scottish Office, Scottish Sports Council, Association of Chief Police Officers (Scotland).

A snapshot of the many issues considered and addressed by the committee, in the period of this Annual Report is provided in the following broad areas:-

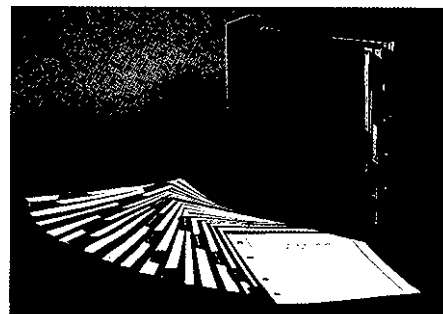
Rules and Regulations

By far the most important issue that the committee had to address in this area of business was a review of the Association's Articles which had been undertaken with the following aims in mind:-

- * to examine the purpose and relevance of each Article;
- * to update an Article when it is seen to be outdated;
- * to propose changes to an Article when it is seen not to be as appropriate or applicable to the present as it might be;
- * to propose new Articles;
- * to present the Articles in terms and in an order which will enable easier reference and understanding.

On 15th May, 1994, there had been 138 Articles of the Association. There are now 180 Articles which were approved by the members at an Extraordinary General Meeting on 16th May, 1994. Four were dropped in their entirety, being outdated. A casualty of the objectivity of the exercise was the Army F.A. which lost its entitlement to Full membership of the Association as its role in the current affairs of Scottish football had diminished in significance over the years. Not all of the increase in the total number of Articles is due to the addition of new Articles. Many of the old Articles contained more than one statement on a subject or were applicable to more than one subject, and the increase to the present number of Articles can be attributed also to the separate identification of such points for easier reference, and to the incorporation of procedures which had become existing practice.

A review of the Association's Articles had been carried out once before in 1945/46. The Rules Revision Committee apparently is unable to wait a similar length of time before immersing itself in the pain-staking rigours of another Article review and is currently reviewing the many aspects of football and associated structures.



Towards the end of the year the committee was required to consider a complaint by a member club against another member club, regarding the circumstances in which two employees had changed employment from one club to another. For the most part the complaint has been determined in accordance with the Association's Articles. An element of the complaint however remained unresolved and was the first test of the arbitration process which had been incorporated into the revised Articles of Association, for the purpose of providing a means to resolve a dispute between members without the need for the parties involved to have to embark upon lengthy and costly legal actions. An Arbitral Tribunal of three members was appointed in accordance with the terms of Article 180.1 of the Articles of Association, and initial procedures agreed.

Policy

Many of the committee's decisions under this heading are in continuance of policies which have been previously agreed from season to season. The entries of the Scotland international teams at different age levels in F.I.F.A. and U.E.F.A. competitions, and the renewal of the system of annual bonus payments and disciplinary penalties linked to the Tennent Caledonian Breweries' sponsorship of the Scottish Cup being relevant examples.

The following list identifies some issues on which decisions had been taken relating to policy:-

Club Playing Players of Other Clubs - a club should only be given permission to take part in a tournament if more than half of the players who are listed to play for the club in the tournament are currently registered players of the club.

S.V.Q. Centre Approval - the Association should seek to become authorised to act as an S.V.Q. Centre for football in Scotland to which individuals taking Scottish Vocational Qualifications in Football Coaching and Instruction should require to apply to the Association for assessment.

Fair Play Campaign - disciplinary fines received by the Association should be used to fund the Fair Play Campaign.

F.I.F.A. - Use of Video Recordings for Disciplinary Issues - the committee re-affirmed its view that it should be the policy of the Association not to use television or video film in such matters.

Qualifications of Club Coaches - that all personnel engaged by Full or Associate member clubs who deal with children should be qualified to do so and that all such coaches must attend either a D (Development) or E (Early Touches) Certificate Course as appropriate. (A phasing in period for compliance will extend to 31st December, 1995).

Domestic Issues

The committee's resolve was tested early in May when the Disciplinary Committee reported that its endeavours to consider a matter relative to the jurisdiction of the Association were being thwarted by a lack of co-operation from both a member club and a player of the member club in the committee's investigations. A serious view had to be taken by the Executive Committee, to remind both the club and the player of their obligations to observe the Articles, and any regulations or decisions promulgated by Council or by any duly appointed committee of the Association, and the imposition of suspensions upon the club and player from all football played under the jurisdiction of the Association until both had co-operated fully in the Disciplinary Committee's investigation, quickly unblocked the impasse. It has always been the desire of the Association to deal with football matters, in accordance with football rules with as little delay as possible.

Having overcome one challenge to the Association's proceedings the committee was subsequently faced with further pressures to halt those processes relative to an appeal which was lodged by one of the players involved in the Disciplinary Committee's investigations against a suspension that he had incurred from the Disciplinary Committee. It was argued that as the player was also facing court charges relating to the same alleged incident, it would be against natural justice for the Disciplinary Appeals Tribunal, the body to which the player's appeal had been lodged, to proceed to hear the appeal. The Executive Committee confirmed that the Association should proceed in accordance with its relevant advice to make arrangements to have the player's appeal to the Disciplinary Appeals Tribunal heard at the earliest opportunity. Notwithstanding this advice, the Disciplinary Appeals Tribunal, having been convened on 1st September, 1994, decided to defer further hearing the appeal until the player's court case is disposed of. After several postponements the court case is scheduled for 10th May, 1995.

A member club has to register its ground with the Association at the start of each season. Apart from confirming various details which serve to establish that a ground meets a basic level of criteria for hosting a football match, it is a declaration by a member club that it has a ground on which it can play its scheduled matches whenever required. Several clubs for various reasons have had to move from their historical registered ground on a temporary or permanent basis and the committee at the start of season 1994/95 approved the following ground sharing arrangements for the duration of the season:-

- 1) Hamilton Academical F.C. - sharing the use of Firhill Stadium with Partick Thistle F.C.
- 2) Airdrieonians F.C. - sharing the use of Broadwood Stadium with Clyde F.C.
- 3) Celtic F.C. - sharing the use of Hampden Park with Queen's Park F.C.

The committee recognises the efforts of member clubs to improve facilities at their grounds, by redevelopment or by moving to a new build stadium, and will be as flexible as possible in considering a proposal from a member club to change its registered ground on a temporary or permanent basis.

A change of registered ground was permitted in different circumstances when Telford Street Park, the historical registered ground of Caledonian F.C. became the registered ground of Caledonian Thistle F.C. The Executive Committee had given ready advice to both Inverness Thistle F.C. and Caledonian F.C. to ease the way towards their amalgamation into one club, Caledonian Thistle F.C., and the amalgamation was formally recognised when the committee accepted both clubs' resignations from membership of the Association with effect from 30th June, 1994. The committee was fully aware of the reasons which had led both clubs to take such a step and hoped that the merger of the clubs is successful.

Other Bodies

An annual feature in the committee's reports for many years has been the Association's encounters with H.M. Government and its various departments in the grinding process towards achieving cross-border harmonisation in the methods by which the grounds of Scottish football clubs and English football clubs are assessed for rating revaluations. The draft Football Grounds Rateable Value (Scotland) Order, 1994, which was approved by Parliament on 16th March, 1994, was a belated step to levelling the respective financial burdens, and the subsequent endeavours of the Association and the Scottish Football League, assisted by their joint professional advisers at Wilks Head & Eve, have been concentrated on establishing with the Assessor the basis for assessing the valuation of league football grounds in Scotland relative to the income of each club, in the 1995 Revaluation.

Although there were no other issues of particular significance from the year's recordings under this heading, the range and number of bodies with which the committee had dealings throughout 1994 continues to expand as the following list will show:-

- | | |
|--|---|
| * Scottish Office | * National Heritage Committee |
| * North West Association | * H.M. Customs & Excise |
| * International F.A. Board | * French Embassy |
| * Liaison Committee | * The Football Trust |
| * National Stadium Committee | * Scottish Stadium Committee |
| * Scottish Professional Footballers' Association | * The Association of Chief Police Officers (Scotland) |
| * Scottish Sports Association | * Services Sound & Vision Corporation |
| * University of Glasgow | * Inland Revenue |
| * Scottish Exhibition & Conference Centre | * Scottish Sports Council |
| * S.V.Q. Council | * The Millennium Commission |
| * The Office for the National Lottery | |

F.I.F.A./U.E.F.A.

Amongst the frequent receipt of routine notices and directives issued by F.I.F.A. throughout the year, two sets of Regulations were received which will have a relative impact upon member clubs and their players. The first related to Regulations Governing the Status and Transfer of Players. The other concerns Regulations Governing Players' Agents. Whilst the committee accepts the role of F.I.F.A. in setting Regulations which are necessary to bring and maintain an order in the interaction of associations, clubs and players across world football, it noted with a little concern that certain aspects of those Regulations encroached into the realms of domestic football practices.

As happens in a two yearly cycle, the committee received notice from U.E.F.A. of the composition of U.E.F.A.'s committees for the next period 1994/96. The committee was pleased to note the

appointments of:-

Mr. W.H. Dickie	Member of the Group of Experts governing the fixing of a transfer fee. Member of the Committee for Non-Amateur Football.
Mr. J.C. McGinn	Member of the Media Committee.
Mr. D.H. Will	Chairman of the Group of Experts concerning European Union matters.
Mr. P. Gardiner	Permanent Member of the Board of Appeal.
Mr. J. Farry	Member of the U.E.F.A. Club Competitions Committee.
Mr. E. Walker	Chairman of the Stadia Committee. Executive Director of the Board of Directors of the Eastern European Assistance Board. Member of the ad-hoc Committee for technical and administrative assistance to East European Associations. Member of the Group of Experts governing the fixing of a transfer fee.
Dr. W.S. Hillis	Vice-Chairman of the Medical Committee.

The committee was particularly pleased that the Association had been given an additional voice in U.E.F.A. through the appointment for the first time of Mr. J. McGinn. In view of the many changes which are occurring in European football it is important that the Association has the opportunity to exert as much influence as possible in U.E.F.A.'s decision making processes.

U.E.F.A. Club Competitions, 1994/95

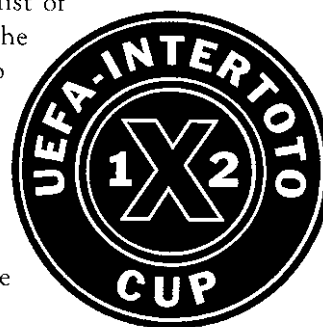
The revision of the European Club Competitions as a consequence of the expansion in the number of member associations of U.E.F.A. caused an early start to the season for three Scottish clubs as they were required to play preliminary round ties before the opening of the Scottish Football League season. The failure of two of Scotland's representatives to progress beyond this preliminary round is perhaps, therefore, not surprising. The consequence, of course, is that valuable points in the U.E.F.A. Co-efficient Table have been lost and unless the dismal record of recent years can be overturned, Scotland may find itself in the not too distant future with fewer representatives in European competitions and, perhaps more importantly, without a representative in the European Champion Clubs' Cup competition.

Results

<i>European Champion Clubs' Cup</i>	Preliminary Round	AEK Athens 2 v. Rangers 0 Rangers 0 v AEK Athens 1
<i>European Cup Winners' Cup</i>	First Round	Dundee United 3 v. Tatra Presov 2 Tatra Presov 3 v. Dundee United 1
<i>U.E.F.A. Cup</i>	Preliminary Round	Skonto Riga 0 v. Aberdeen 0 Aberdeen 1 v. Skonto Riga 1 Motherwell 3 v. Hafnar BL 0 Hafnar BL 1 v. Motherwell 4
	First Round	Borussia Dortmund 1 v. Motherwell 0 Motherwell 0 v. Borussia Dortmund 2

U.E.F.A. Intertoto Cup

U.E.F.A. announced the addition of the Intertoto Cup to the list of European Club Competitions during 1994, and this first event in the summer of 1995, will provide an opportunity for that competition's top four clubs to progress to the U.E.F.A. Cup competition next season as a consequence of their success in the Intertoto Cup. From Scotland's point of view, the timing of the Intertoto Cup presents major problems for clubs as it could involve players in an eleven month playing season, as the bulk of the competition is scheduled to be played during the month of July. It is perhaps not surprising, therefore, that only one Scottish club has confirmed its interest in participating in the event.



Scottish Stadia Committee

At the Association's Annual Ordinary General Meeting on 16th May, 1994, the Association's member clubs and associations approved a significant amendment to the Cup Competition Rules to reflect the requirement for clubs which are subject to the all seated aspect of the Taylor Report to meet their obligations in this respect.

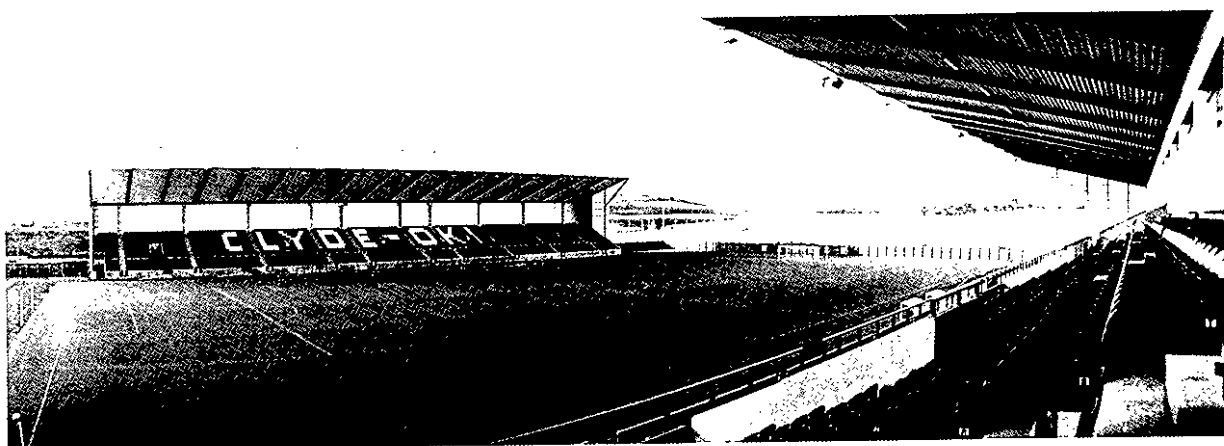
Eight Premier Division clubs and Queen's Park F.C. as owners of the National Stadium, Hampden Park, were subject to the August, 1994, deadline, and it is pleasing to report that significant strides have been made by the clubs concerned in the four years since the Scottish football authorities gave a commitment to the then Minister with Responsibility for Sport in Scotland that Scottish football would voluntarily oversee the implementation of the all seated requirement in Scotland. However, those nine clubs are not the only Scottish football clubs which have been very busy on the redevelopment front.

When the Report by Lord Justice Taylor was published in January, 1990, who would have envisaged the new stadia which have been developed at Stirling and Cumbernauld, or that clubs such as Montrose, Brechin City and Alloa would have constructed new stands, or that the likes of Meadowbank Thistle, Airdrieonians and Hamilton Academical would all be in the throes of relocating to new facilities? The Taylor Report undoubtedly focused the minds of those at many football clubs around the country on spectator facilities and it is clear that other new developments beckon as a consequence. Interestingly, none of the aforementioned clubs are presently required to meet a mandatory deadline.

At a media conference, convened by the Scottish Office at Pittodrie Stadium, Aberdeen, on Monday, 1st August, 1994, involving the Minister with Responsibility for Sport, Sir Hector Monro, and the Chairman of the Scottish Stadia Committee, Ernie Walker, H.M. Government expressed its satisfaction with the work of the Scottish Stadia Committee, the Scottish football authorities and the member clubs in their endeavours to comply with the appropriate deadlines which had been set for compliance with the all seated requirement.

Those clubs which have achieved much in the last four years are to be applauded, whilst others, which have had to refocus their sights following relocation schemes which have been abandoned, have required to burn the midnight oil in progressing construction work at their existing grounds and will have their day in the sun soon. On the stadia front, Scotland will soon have a group of quality stadia which stand comparison with any elsewhere in Europe or, indeed, the world. Quite an achievement for a nation of our size.

In light of the bulk of the work of the Scottish Stadia Committee having now been completed, the Scottish football authorities and the Scottish Office have expressed the wish that it continues to exist, albeit with an amended remit, in order that it might act as a consultative body in relation to policy matters on safety at football grounds. It will be interesting to review the new role of the Committee in twelve months' time.

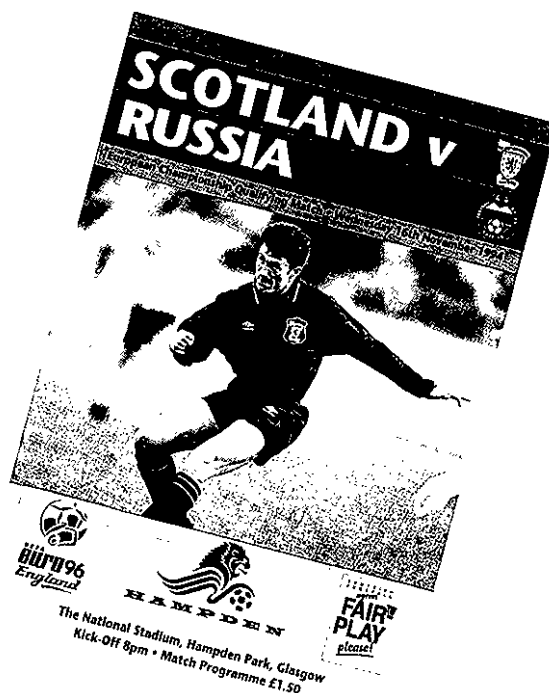


The last year proved to be a period of change for the Media Department on a number of fronts.

Specific mention was made in last year's Annual Report of the successes of the Association's match programmes and of the partnership which had been developed with its publisher, Sports Projects Ltd. The contract for the publication of our match programmes fell for renewal at the conclusion of season 1993/94 and a new contractual partner appeared on the horizon following its successfully tendering for the Association's business - Programme Publications, a company with vast experience in producing official programmes for events such as the British Open Golf Championship, the Wimbledon Tennis Championships and Rugby Internationals, but with little experience in the football market. The quality of publication and the company's ability to quickly turnaround its copy, via Scottish presses, were a very persuasive factor in the Association's selection process. With two European Championship qualifying match publications already under its belt, Programme Publications has already proven its capabilities in the football arena.

The Media Department also became involved in the football relocation aspect last spring with the departure of the Department Secretary, Anne-Marie Johnston who left the Association's employment to join Clyde F.C. Her replacement, Alison Irving, who joined the Association in May, has quickly settled into her role and made a commendable contribution to the Media Department's business in its daily dealings with the various sections of the media.

1994 has also witnessed a heightening of the competition between various newspapers for a share of the market place. Unfortunately, certain publications, in their quest to acquire or retain readers, have resorted to a sensational style of reporting, where accuracy and fact have, at times, been discarded in the quest for a "good story". The Association has been successful in securing the publication of corrections and apologies from various publications when such erroneous or distorted reporting directly affecting the Association has occurred. It is to be hoped that the next twelve months will obviate the necessity for the Association to bring similar matters to the attention of the Editors of the newspapers concerned.



The Security Department continues to play an integral part in the everyday running of the Association with wide ranging responsibilities viz:-

- * caretaking duties of the premises at Park Gardens
- * preparation of kit for all the national teams
- * reception duties and mail room function at the front office
- * management of Association's vehicle fleet
- * grants from the Football Trust for C.C.T.V. installations
- * monitoring of safety and crowd control duties at domestic fixtures in both league and cup competitions
- * arranging security for the official Scottish party and Scottish supporters at international matches at home and abroad and monitoring the behaviour of the Scottish support
- * responding to all enquiries on football related legislation with advice on ground safety, ground improvement and design, conduct of supporters, at home and abroad.

Reception

The importance of initial contact with the Association through telephone and personal attendance is an area that requires a high degree of dedication and self motivation. Glenda Robertson and Susan Malloy with the assistance of staff from other departments, continue to provide a quality of service that projects the image of the Association in the important function of front office reception.

Mail Room

Bob Dougan continues to meet the demands of an ever increasing volume of outgoing mail and this important duty is very much a performance indicator of the efficiency of our organisation.

Caretaking

This section has experienced another busy year concerning the general maintenance, fabric and security of our premises.

Mike and Jean Kinrade, our resident caretakers, along with David Moir, continue to maintain our buildings to the very highest of standards. Their duties are carried out with selfless commitment and also include the distribution of all incoming mail; preparation of all meeting rooms and the preparation and return of kit for all national teams.

Security Advisers

During 1994 the Association's Security Adviser, David McLaren, intimated his intention to retire from his duties following the end of season 1994/95. David has been in his post since 1987 and the Association has benefited from his expertise and experience in all matters of security and crowd safety issues at football venues at home and abroad.

In August 1994 the Association appointed Willie McDougall as the Security Adviser Designate to work in tandem with David in ensuring a smooth transitional period. This has been ongoing and in recent months all 40 Scottish Football League Clubs have been visited by them.

Both security advisers have regularly attended domestic fixtures in both league and cup competitions and at international matches at home and abroad.

1994 heralded the completion of the new North and East Stands of the National Stadium and to officially open the National Stadium an International Challenge Match against the Netherlands was arranged for March 1994.

To meet the demands and the unfamiliarity of the new all-seated stadium the Security Department prepared a Commemorative Ticket Folder including the design and plan of the stadium together with the details of transport and car parking facilities.

This initiative very much benefited the supporters attending the match and the ticket folder and information has now become a permanent feature of all Association games at the National Stadium.

Following the International Challenge match against The Netherlands in March, the National Stadium hosted the two Semi-Final ties in the Tennents Scottish Cup and the replays of both Semi-Final Ties in April, 1994. The final between Dundee United and Rangers was also played at the National Stadium in May, 1994. On each occasion the Security Department established a close liaison with the Police and Stewards who over this series of matches, co-ordinated the throughput of spectators into what basically was an unfamiliar environment, as a consequence of the redevelopment programme at Hampden Park.

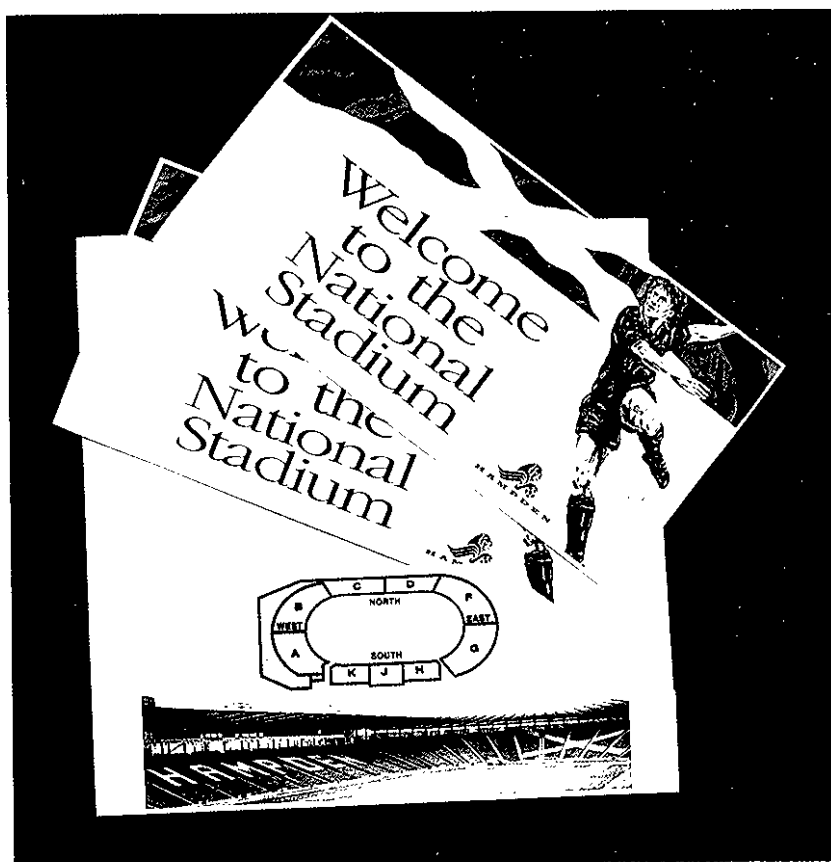
The preparatory training of the Police and Stewards for these matches proved very effective and crowd control procedures have now been established and documented for all games at the National Stadium.

The Security Department was also involved in the safety/security issues pertaining to European Championship Qualifying Matches at Hampden Park against The Faroe Islands in October and Russia in November, 1994.

Pre-match visits were made to the following countries to ensure the safety of our supporters and official party at International Challenge Matches in Wales, Austria and the Netherlands and at European Championship Qualifying matches in Finland, Greece and Russia.

In general the behaviour of Scotland supporters carried on in the tradition established over recent years - friendly, colourful, noisy but good ambassadors.

The Department did however require to co-operate with the various police authorities in advance of the match in Utrecht prior to the fixture against the Netherlands on 27th May, 1994, to ensure that additional precautions were taken following upon intelligence/information received. It is pleasing to record that this special operation was successful.



The Commercial and Marketing Department of the Association has had a productive year in 1994 resulting in the accumulation of £4.75 million in revenue. This year's shortfall of £250,000 on the 1993 total can be attributed to the end of the contract with Tennents regarding the Indoor Sixes tournament as a sponsorship revenue source combined with the commercially unattractive fixtures played in the 1996 European Championship Qualifying campaign during the course of the year. Despite this several new contracts have been negotiated as well as the renewal of another.

The Association has appointed Trans World International as its distributor for overseas television rights which is for a 3 year period whilst VH Sportmedia of Switzerland has acquired a portion of the trackside advertising and television rights to the country of opposition only for the home matches in the current European Championship Qualifying campaign. Agreement has also been reached with Ladbrokes for the match ball sponsorship at all home International matches and Tennents Scottish Cup Semi-Final and Final Ties. In addition we have concluded an agreement with Panini to reproduce sticker and card collections from 1995. Moreover, the exclusive terrestrial television contract with BBC Scotland has been successfully renegotiated for a further four years and will aid the promotion of football in Scotland at all levels.

The economics of our game in Scotland demand success in the commercial areas and we are pleased to report that in this area we are "top of the league".

Further developments towards the end of 1994 have been the launch by Umbro International of a new away strip for the National Team and also the conclusion of a major deal with BSkyB which will allow Tennents Scottish Cup football to be broadcast via satellite for the next three seasons. Coverage commenced in January 1995 and the revenue which will be generated from this source means we can look forward to the new season ahead with renewed optimism.

In addition, the Commercial and Marketing Department concluded a number of deals for The Scottish Football League including Bells' sponsorship of the League Championship, Coca-Cola as sponsors of the League Cup and new agreements with BSkyB, BBC Scotland, Scottish Television, Trans World International and Panini.

As a result, our colleagues at The Scottish Football League will receive more than £18 million in revenue over four years.

Liaison at work!



It proved to be a busy year in the travel section of the Association. Organising travel and accommodation for the team, officials and supporters, for matches in Wales, Austria, The Netherlands, Finland, Greece and Russia. We also had the pleasure this year, of looking after the arrangements for Motherwell F.C. with their European matches in the Faroe Islands and Germany where their supporters enhanced the reputation of Scotland with excellent behaviour and friendship shown to supporters from the host countries.

As a fully licensed Travel Agency, it proved to be a tough year for trading, with discounts via the multiples, heavily promoted. Fortunately some clients realised that the wonderful discounts were eroded by an inflated compulsory insurance premium. As with most independent Travel Agents we employ high quality, professional staff, who have the ability to respond to the more discerning customers' needs. We have witnessed in the past year an increase in the number of clients who wish tailor-made holidays, as opposed to the normal package. With ongoing training of staff, we are able to respond to this whether it be a gastronomic experience in France or scuba diving in the Indian Ocean; all things are possible with experienced travel staff.

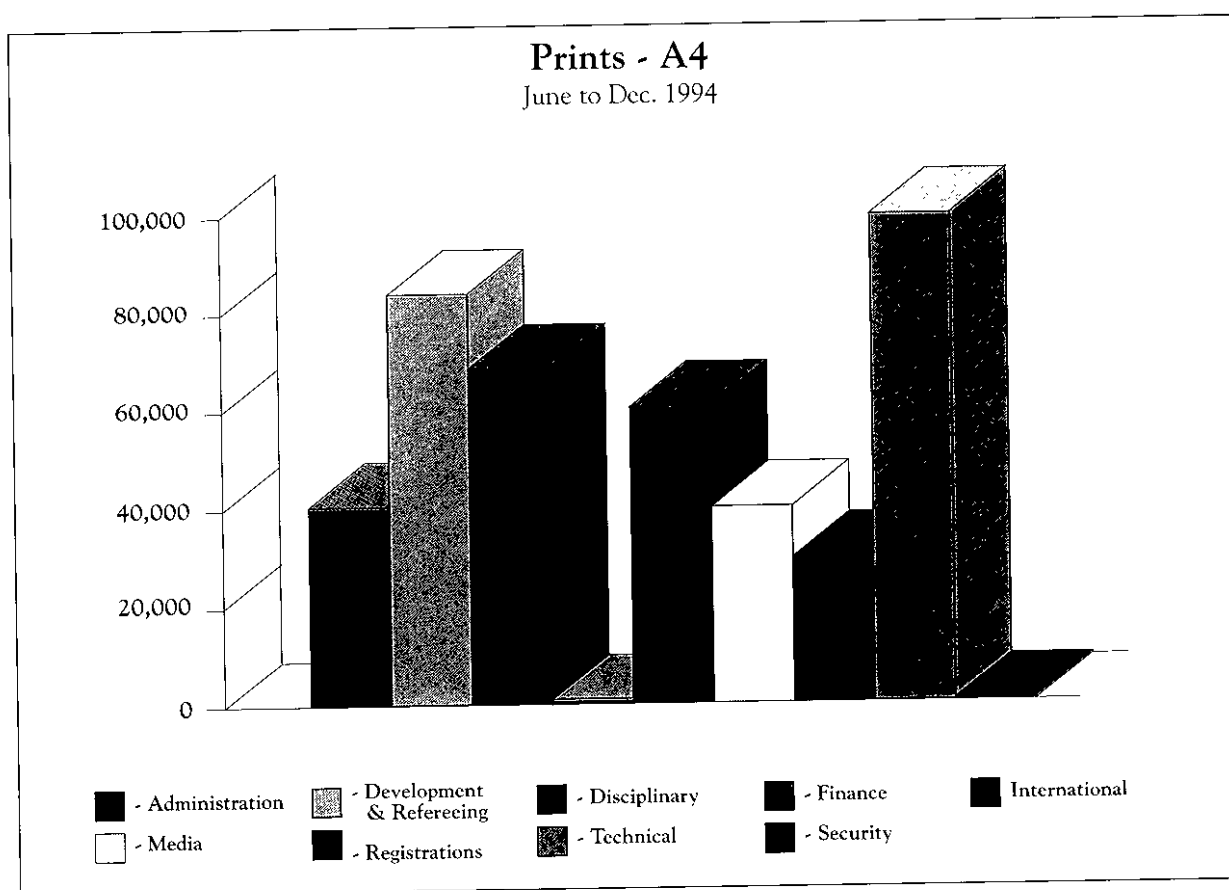
On the commercial side of travel, we continue to look after the arrangements of a large number of companies, when their staff are required to travel on business, whether it be in the U.K., Europe or even round the world itineraries. We have a member of staff who regularly calls on our clients to update them on any new services being offered by airlines, hotel, car hire groups, etc.

A new involvement for us in 1994 was the incentive and conference travel market. The prospect of travel as the reward for increased sales, will spur to greater efforts, employees, sales teams, distributors or agents and strengthen supplier customer relationships. Travel is cost effective and can easily be personally tailored to meet a company's specific motivational requirements and budget. One such conference we arranged in 1994 was to Scottsdale, Arizona. There were 65 sales executives in the group and based on the client's brief, we recommended the venue according to budget, dates and other factors. Themed entertainment was organised together with menus, gifts and mailings. Personalised travel documentation and, of course, the flights, accommodation and meeting facilities.

We have in the past year updated our technology and each member of staff has continued training in this area to ensure that we can supply our clients with instant information on flights, car hire, hotels etc. and continue to assist them in getting the most out of their travel budget. Can we be of assistance to you?

scotball 
TRAVEL & LEISURE LIMITED

Following a review identifying printing that would be produced more effectively in-house, the expansion of the Association's Print Department was undertaken in 1994. The major equipment purchase being that of the Heidelberg GTO 52 single colour offset press. The Heidelberg press combined with other ancillary equipment provides the Association with printing, photocopying and document finishing services at the most economical rates. Cost analysis demonstrates on average savings of 80% for the Association when printing produced in-house is compared with the previous external cost. The range of work produced in-house of high quality includes letterheads, compliment slips, business cards, player registration forms, misconduct report forms, newsletters, colour leaflets, booklets, reports, manuals, certificates, ticket sundries, labels, posters and other printing matter which may be security sensitive. The Department is also responsible for the Association's external printing requirements thus ensuring quality and value for money are maintained. The Print Department currently provides both cost and efficiency benefits to the Scottish Amateur Football Association, Scottish Women's Football Association and Scotball Travel. Can we be of service to you?



It has been a hectic period of activity for the National Stadium Committee following the successful completion of Phase 1 of the redevelopment of Hampden Park in March, 1994.

Numerous meetings have been undertaken by the Committee members with various leading organisations in an effort to secure the cocktail of funding required to finance Phase 2 of the redevelopment - the construction of a new cantilever roof over the West Stand and the development of a new South Stand on the site of the existing structure. Under the Chairmanship of Queen's Park Committee member, Austin Reilly, who during 1994 was appointed National Stadium Director by the club in order to streamline the management of the stadium complex, the National Stadium Committee met with, amongst others:-

Scottish Enterprise
Glasgow Development Agency
Strathclyde Regional Council
Glasgow District Council
Strathclyde European Partnership
Scottish Sports Council
CBI Scotland
Millenium Commission
All Party Parliamentary Scottish Sports Group

Many of these organisations met with representatives of the National Stadium Committee on more than one occasion - it has been a year of meetings in an endeavour to leave no stone unturned in its efforts to raise the funding necessary. In addition, Consultants were commissioned to prepare proposals for a debenture scheme.

It is, therefore, pleasing to report that on Saturday, 8th April, 1995, a major contribution to Phase 2 was received with the presentation of a cheque for £5 million from the Football Trust. Additionally, with the commitment to the project of a further £2 million plus - £700,000 from Glasgow District Council, £300,000 from Strathclyde Regional Council and £1 million plus approved by the Council of the Scottish Football Association - the Phase 2 funding package is in a healthier position than at the equivalent timescale in Phase 1. The National Stadium Committee remains confident that the Final tie of the European "Under 16" Youth Tournament in the Spring of 1998 - the Association's 125th Anniversary - will be played in a completely redeveloped National Stadium. Watch this space!



Photo courtesy of John Young (Evening Times).



THE SCOTTISH FOOTBALL ASSOCIATION LIMITED
CONSOLIDATED FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 1994



THE SCOTTISH FOOTBALL ASSOCIATION LIMITED
CONSOLIDATED FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 1994

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THE SCOTTISH FOOTBALL ASSOCIATION LIMITED

REPORT OF THE OFFICE BEARERS

Office Bearers:

President: W. H. Dickie
 Vice President: J. C. McGinn
 J. Y. Craig
 Treasurer: J. F. McBeth

The Office Bearers present their report together with financial statements for the year ended 31 December 1994.

Principal Activities

The principal activity of the Association is the furtherance and control of the game of football in Scotland. In addition a travel agency is operated through the subsidiary undertaking.

Business Review

The surplus for the year after taxation amounted to £447,544 (1993 - surplus £505,268) and has been transferred to reserves as noted on page 46.

Office Bearers and Council

The Office Bearers with the exception of J Y Craig, who is appointed by the Scottish Football League, offer themselves for re-election at the Annual General Meeting.

In accordance with the Articles, the members of Council are due for election at the Annual General Meeting.

Office Bearers' responsibilities for the financial statements

Company law requires the Office Bearers to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the company and of the profit or loss of the company for that period. In preparing those financial statements, the Office Bearers are required to:

- select suitable accounting policies and then apply them consistently;
- make judgements and estimates that are reasonable and prudent;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the company will continue in business.

The Office Bearers are responsible for keeping proper accounting records, for safeguarding the assets of the company and for taking reasonable steps for the prevention and detection of fraud and other irregularities.

Fixed Assets

All movements in fixed assets are shown in notes 5 and 6 to the financial statements.

Auditors

Grant Thornton offer themselves for re-appointment as Auditors in accordance with Section 385 of the Companies Act 1985.

On Behalf of the Office Bearers

SECRETARY
 31 March, 1995

REPORT OF THE AUDITORS TO THE MEMBERS OF
THE SCOTTISH FOOTBALL ASSOCIATION LIMITED

We have audited the financial statements on pages 46 to 60 which have been prepared under the accounting policies set out on page 51.

Respective responsibilities of Office Bearers and Auditors

As described on page 44 the company's Office Bearers are responsible for the preparation of financial statements. It is our responsibility to form an independent opinion, based on our audit, on those statements and to report our opinion to you.


Basis of opinion

We conducted our audit in accordance with Auditing Standards issued by the Auditing Practices Board. An audit includes examination, on a test basis, of evidence relevant to the amounts and disclosures in the financial statements. It also includes an assessment of the significant estimates and judgements made by the Office Bearers in the preparation of the financial statements, and of whether the accounting policies are appropriate to the company's circumstances, consistently applied and adequately disclosed.

We planned and performed our audit so as to obtain all the information and explanations which we considered necessary in order to provide us with sufficient evidence to give reasonable assurance that the financial statements are free from material misstatement, whether caused by fraud or other irregularity or error. In forming our opinion we also evaluated the overall adequacy of the presentation of information in the financial statements.

Opinion

In our opinion the financial statements give a true and fair view of the state of affairs of the company and the group at 31 December 1994 and of the surplus of the group for the year then ended and have been properly prepared in accordance with the Companies Act 1985.


Grant Thornton

REGISTERED AUDITORS
CHARTERED ACCOUNTANTS
GLASGOW
31 March, 1995

THE SCOTTISH FOOTBALL ASSOCIATION LIMITED
 CONSOLIDATED PROFIT AND LOSS ACCOUNT
 FOR THE YEAR ENDED 31 DECEMBER 1994

	Note	1994 £	1993 £
Turnover	1	8,420,855	7,681,465
Cost of sales		4,874,263	4,429,964
Gross profit		<u>3,546,592</u>	<u>3,251,501</u>
Other operating income			
Reparation payments		—	1,600,000
Release from other reserves	10	721,507	357,597
		<u>4,268,099</u>	<u>5,209,098</u>
Grant to Scottish Football League		500,000	—
Grant to Football Trust 1990		250,000	2,000,000
Administrative expenses		3,197,441	2,736,063
Operating surplus		<u>320,658</u>	<u>473,035</u>
Income from fixed asset investments		28,309	27,498
Interest receivable		216,901	296,497
		<u>—</u>	<u>—</u>
Surplus for the year before taxation	3	565,868	797,030
Taxation	4	118,324	291,762
Surplus for the year after taxation		<u>447,544</u>	<u>505,268</u>
Transfer to reserves:			
Community Officers Scheme	10	200,000	100,000
Development Projects Fund	10	—	100,000
International Football Museum	10	90,000	—
Accumulated Surplus	11	157,544	305,268
		<u>447,544</u>	<u>505,268</u>

The accompanying accounting policies and notes form an integral part of these financial statements.

THE SCOTTISH FOOTBALL ASSOCIATION LIMITED
CONSOLIDATED BALANCE SHEET AT 31 DECEMBER 1994

	Note	£	1994 £	£	1993 £
Fixed assets					
Tangible assets	5a		1,765,986		1,666,444
Investments	6		849,449		736,063
			<u>2,615,435</u>		<u>2,402,507</u>
Current assets					
Debtors	7	847,288		1,251,599	
Cash at bank and in hand	13	4,720,118		4,236,034	
		<u>5,567,406</u>		<u>5,487,633</u>	
Creditors: amounts falling due within one year	8	2,819,488		2,654,004	
Net current assets			<u>2,747,918</u>		<u>2,833,629</u>
Total assets less current liabilities			<u>5,363,353</u>		<u>5,236,136</u>
Deferred taxation			1,341		1,457
			<u>5,362,012</u>		<u>5,234,679</u>
Reserves					
General reserve			1,500,000		1,500,000
Investment revaluation reserve	9	283,901		268,901	
Other reserves	10	1,488,901		1,534,112	
Accumulated surplus	11	2,089,210		1,931,666	
			<u>5,362,012</u>		<u>5,234,679</u>

The financial statements were approved by the Office Bearers on 31 March 1995.

President: *William H. Dickie*

Vice President: *John C. McGinn*

Treasurer: *John F. McBeth*

John C. McGinn
John F. McBeth

The accompanying accounting policies and notes form an integral part of these financial statements.

THE SCOTTISH FOOTBALL ASSOCIATION LIMITED
COMPANY BALANCE SHEET AT 31 DECEMBER 1994

COMPANY BALANCE SHEET

	Note	£	1994 £	£	1993 £
Fixed assets					
Tangible assets	5b		1,754,137		1,651,969
Investments	6		869,449		756,063
			<u>2,623,586</u>		<u>2,408,032</u>
Current assets					
Debtors	7	770,887		1,211,180	
Cash at bank and in hand		4,432,270		3,946,834	
		<u>5,203,157</u>		<u>5,158,014</u>	
Creditors: amounts falling due within one year	8	2,788,123		2,613,764	
			<u>2,415,034</u>		<u>2,544,250</u>
Net current assets			<u>5,038,620</u>		<u>4,952,282</u>
Reserves					
General reserve			1,500,000		1,500,000
Investment revaluation reserve	9		283,901		268,901
Other reserves	10		1,488,901		1,534,112
Accumulated surplus			1,765,818		1,649,269
			<u>5,038,620</u>		<u>4,952,282</u>

The financial statements were approved by the Office Bearers on 31 March 1995.

President:

William H. Dickie

Vice President:

John C. McGinn

Treasurer:

John F. McBeth

John F. McBeth
John C. McGinn
William H. Dickie

The accompanying accounting policies and notes form an integral part of these financial statements.

THE SCOTTISH FOOTBALL ASSOCIATION LIMITED
CONSOLIDATED CASH FLOW STATEMENT
FOR THE YEAR ENDED 31 DECEMBER 1994

	Note	1994 £	1993 £
Net cash inflow/(outflow) from operating activities	12	378,050	(1,073,517)
Returns on investments and servicing of finance			
Interest received		216,901	296,497
Income from investments		28,309	27,498
Net cash inflow from returns on investments and servicing of finance		245,210	323,995
Taxation			
Tax paid		(223,675)	(475,344)
		(223,675)	(475,344)
Investing activities			
Purchase of tangible fixed assets		(349,773)	(266,414)
Purchase of investments		(292,433)	(62,210)
Proceeds of disposal of tangible fixed assets		129,575	154,927
Proceeds of disposal of investments		210,834	62,024
Net cash outflow from investing activities		(301,797)	(111,673)
New cash inflow/(outflow) before financing		97,788	(1,336,539)
Financing			
Community Officers Scheme (external contributions)	10	386,296	403,308
Increase/(decrease) in cash and cash equivalents	13	484,084	(933,231)

The accompanying accounting policies and notes form an integral part of these financial statements.

THE SCOTTISH FOOTBALL ASSOCIATION LIMITED
STATEMENT OF RECOGNISED GAINS AND LOSSES
FOR THE YEAR ENDED 31 DECEMBER 1994

	1994 £	1993 £
Surplus for the financial year	447,544	505,268
Other reserves:		
External contributions	386,296	403,308
Release to income	(721,507)	(357,597)
Surplus arising on revaluation	15,000	55,000
	<u>127,333</u>	<u>605,979</u>
Opening reserves	5,234,679	4,628,700
Closing reserves	<u>5,362,012</u>	<u>5,234,679</u>

The accompanying accounting policies and notes form an integral part of these financial statements.

The financial statements have been prepared in accordance with applicable accounting standards and under the historical cost convention, as modified by the revaluation of certain assets. The principal accounting policies have remained unchanged from the previous year and are set out below.

Basis of consolidation

The group financial statements consolidate those of the company and of the subsidiary undertaking (see note 6). The financial statements of the undertaking have been prepared to 31 December 1994.

Association structure

The Association is a company limited by guarantee not having a share capital.

Depreciation

Depreciation is calculated at the following rates:

Motor cars	-	25% straight line
Computer and office equipment	-	25% and 10% straight line
Printing equipment	-	10% straight line

No depreciation is provided on freehold property as it is the Association's policy to maintain this property in a continual state of sound repair and to extend and make improvements thereto from time to time and accordingly it is considered that the life of the property is sufficiently long and the residual value sufficiently high that its depreciation is insignificant.

Furniture and fittings of the Association are charged to revenue in the year of purchase.

Deferred taxation

Deferred taxation is the taxation attributable to timing differences between results computed for tax purposes and results as stated in the accounts, and is provided for where there is a reasonable probability of the tax falling due in the foreseeable future.

Turnover

Turnover is the amount receivable by the group from its various activities during the accounting period.

Investments

Investments are included at cost.

Investment properties

In accordance with Statement of Standard Accounting Practice No.19 investment properties are included in the balance sheet at their open market values. The unrealised surplus on revaluation on individual properties is transferred to the investment revaluation reserve. Depreciation is not provided in respect of freehold investment properties as any charge would be considered insignificant.

Pension

The pension costs charged against profit are designed to provide the anticipated pension costs over the service life of the employees in the scheme. This is based upon an actuarial method and actuarial assumptions which seek to ensure that the pension cost represents a substantially level percentage of the current and expected future pensionable payroll.

Other reserves

Other reserves represent individual schemes and projects managed and partly funded by the Association. Funding from outside sources is excluded from income and credited directly to the reserve in note 10 together with transfers from the surplus for the year. All expenditure is charged to the profit and loss account in the year in which it is incurred and a corresponding amount is released from the reserve and credited to the profit and loss account.

THE SCOTTISH FOOTBALL ASSOCIATION LIMITED
NOTES TO THE FINANCIAL STATEMENTS

1. Turnover

	1994 £	1993 £
Turnover is analysed as follows:		
Gross match receipts	3,675,672	3,175,332
Other activities	4,745,183	4,506,133
	<u>8,420,855</u>	<u>7,681,465</u>

2. Employment Costs

The average number of employees of the group during the year and their aggregate emoluments are shown below:

	1994 £	1993 £
Wages and salaries	1,349,055	1,250,986
Social security	142,961	134,032
Other pension costs (see note 16)	196,132	173,921
	<u>1,688,148</u>	<u>1,558,939</u>
Average number of employees of the group during the year	<u>60</u>	<u>58</u>

3. Surplus for the year before taxation

The surplus for the year before taxation is stated after:-

	1994 £	1993 £
Auditors' remuneration:		
Audit services	14,050	13,600
Non-audit services	14,419	14,819
Depreciation	142,023	112,002
Hire of equipment	5,393	4,790
Gain on disposal of fixed asset investments	(31,787)	(5,393)
Gain on disposal of tangible fixed assets	<u>(6,367)</u>	<u>(601)</u>

THE SCOTTISH FOOTBALL ASSOCIATION LIMITED
NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

4. Tax on surplus on ordinary activities

The taxation charge is based on the result for the year and is made up as follows:-

	1994 £	1993 £
United Kingdom corporation tax @ 31.8% (1993: 32.9%)	112,714	286,761
Tax on investment income	5,726	4,552
Deferred tax	(116)	374
Adjustments in respect of prior year		
Corporation tax	—	75
	<u>118,324</u>	<u>291,762</u>

THE SCOTTISH FOOTBALL ASSOCIATION LIMITED
NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

5. *Tangible fixed assets*

a) The Group

	Land and Buildings Investment Property £	Heritable Property £	Motor Vehicles £	Computer & Office Equipment £	Total £
Cost or valuation					
At 1 January 1994	860,000	538,977	330,072	133,692	1,862,741
Additions at cost	—	—	276,145	73,628	349,773
Revaluation (note 9)	15,000	—	—	—	15,000
Disposals	—	—	(191,194)	—	(191,194)
At 31 December 1994	875,000	538,977	415,023	207,320	2,036,320
Depreciation					
At 1 January 1994	—	22,900	111,336	62,061	196,297
Provided in the year	—	—	103,757	38,266	142,023
Disposals	—	—	(67,986)	—	(67,986)
At 31 December 1994	—	22,900	147,107	100,327	270,334
Net book value at 31 December 1994	875,000	516,077	267,916	106,993	1,765,986
Net book value at 31 December 1993	860,000	516,077	218,736	71,631	1,666,444

Investment properties were revalued on 31 December 1994 by Messrs Griffin Webster, Chartered Surveyors, at their open market values.

THE SCOTTISH FOOTBALL ASSOCIATION LIMITED
NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

b) The Company

	Land and Buildings Investment Property	Heritable Property £	Motor Vehicles £	Computer System £	Printing Equipment £	Total £
Cost or valuation						
At 1 January 1994	860,000	538,977	330,072	107,431	—	1,836,480
Additions at cost	—	—	276,145	9,458	64,170	349,773
Revaluation (note 9)	15,000	—	—	—	—	15,000
Disposals	—	—	(191,194)	—	—	(191,194)
At 31 December 1994	875,000	538,977	415,023	116,889	64,170	2,010,059
Depreciation						
At 1 January 1994	—	22,900	111,336	50,275	—	184,511
Provided in the year	—	—	103,757	29,223	6,417	139,397
Disposals	—	—	(67,986)	—	—	(67,986)
At 31 December 1994	—	22,900	147,107	79,498	6,417	255,922
Net book value at 31 December 1994	875,000	516,077	267,916	37,391	57,753	1,754,137
Net book value at 31 December 1993	860,000	516,077	218,736	57,156	—	1,651,969

Investment properties were revalued on 31 December 1994 by Messrs Griffin Webster, Chartered Surveyors, at their open market values.

c) The Group and the Company

If the investment properties had not been revalued, they would have been included on the historical cost basis at the following amounts:

	Investment Property £
Cost	591,099
Accumulated depreciation	—
Net book value at 31 December 1994	591,099
Net book value at 31 December 1993	591,099

THE SCOTTISH FOOTBALL ASSOCIATION LIMITED
NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

6. Investments

	Quoted £
The Group	
At cost 1 January 1994	736,063
Additions	292,433
Disposals	(179,047)
	<hr/>
At cost 31 December 1994	849,449
	<hr/>

The market value of quoted investments at 31 December 1994 was £1,239,325 (1993 - £1,189,367).

The Company

In addition to the above quoted investments, the company holds at cost an investment of £20,000 in the wholly owned subsidiary undertaking Scotball Travel and Leisure Limited. This company is registered in Scotland and has an issued share capital of 20,000 ordinary shares of £1.

7. Debtors

	The Group		The Company	
	1994	1993	1994	1993
	£	£	£	£
Other debtors	661,045	1,113,354	597,471	1,085,765
Prepayments and accrued income	186,243	138,245	173,416	125,415
	<hr/>	<hr/>	<hr/>	<hr/>
	847,288	1,251,599	770,887	1,211,180
	<hr/>	<hr/>	<hr/>	<hr/>

THE SCOTTISH FOOTBALL ASSOCIATION LIMITED
NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

8. *Creditors: amounts falling due within one year*

	The Group		The Company	
	1994	1993	1994	1993
	£	£	£	£
Accruals and deferred income	2,357,645	2,255,189	2,254,403	2,198,944
Amounts owed to group undertakings	—	—	85,591	19,472
Corporation tax	190,380	295,615	176,666	292,148
Social security and other taxes	271,463	103,200	271,463	103,200
	<u>2,819,488</u>	<u>2,654,004</u>	<u>2,788,123</u>	<u>2,613,764</u>

9. *Investment revaluation reserve*

The Group and the Company

	1994
	£
At 1 January 1994	268,901
Arising on revaluation (note 5)	15,000
At 31 December 1994	<u>283,901</u>

THE SCOTTISH FOOTBALL ASSOCIATION LIMITED
NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

10. Other reserves

The Group and the Company

	Grants Scheme £	Approved Projects of Affiliated National Associations £	Community Officers Scheme £	Development Projects Fund £	Junior Goalposts Scheme £	International Football Museum £	Total £
At 1 January 1994	107,600	36,003	291,867	1,098,642	—	—	1,534,112
Contribution from Football Trust 1990	—	—	350,000	—	—	—	350,000
Contribution from clubs	—	—	36,296	—	—	—	36,296
Transfer from surplus for the year	—	—	200,000	—	—	90,000	290,000
Release to income	(25,750)	(12,820)	(422,794)	(1,014)	(252,681)	(6,448)	(721,507)
Transfer between reserves	—	—	—	(350,000)	350,000	—	—
At 31 December 1994	81,850	23,183	455,369	747,628	97,319	83,552	1,488,901

THE SCOTTISH FOOTBALL ASSOCIATION LIMITED
NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

11. Accumulated surplus

	1994 £	1993 £
Accumulated surplus at 1 January 1994	1,931,666	1,626,398
Transfer from surplus for the year	157,544	305,268
Accumulated surplus at 31 December 1994	<u>2,089,210</u>	<u>1,931,666</u>

The retained surplus for the year has arisen from the group companies as follows:

	1994 £	1993 £
By the Association	116,549	294,965
By subsidiary undertaking	40,995	10,303
	<u>157,544</u>	<u>305,268</u>

In accordance with S230 of the Companies Act 1985, the company has not included its own profit and loss account in these financial statements.

12. Net cash inflow/(outflow) from operating activities

	1994 £	1993 £
Operating profit	320,658	473,035
Depreciation	142,023	112,002
Gain on disposal of tangible fixed assets	(6,367)	(601)
Gain on disposal of investments	(31,787)	(5,393)
Decrease/(increase) in debtors	404,311	(400,516)
Increase/(decrease) in creditors	270,719	(894,447)
Release from other reserves	(721,507)	(357,597)
Net cash inflow/(outflow) from operating activities	<u>378,050</u>	<u>(1,073,517)</u>

THE SCOTTISH FOOTBALL ASSOCIATION LIMITED
NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

13. Analysis of changes in cash and cash equivalents

	1994 £	1993 £
Balance at 1 January 1994	4,236,034	5,169,265
Net cash inflow/(outflow)	484,084	(933,231)
Balance at 31 December 1994	<u>4,720,118</u>	<u>4,236,034</u>

Cash and cash equivalents comprise:

	1994 £	1993 £	1992 £	Change in 1994 £	Change in 1993 £
Cash at bank and in hand	2,630,118	1,146,034	2,079,265	1,484,084	(933,231)
Short term deposits	2,090,000	3,090,000	3,090,000	(1,000,000)	—
	<u>4,720,118</u>	<u>4,236,034</u>	<u>5,169,265</u>	<u>484,084</u>	<u>(933,231)</u>

14. Capital commitments

There were no capital commitments at 31 December 1994 or 31 December 1993.

15. Contingent liabilities

There were no contingent liabilities at 31 December 1994 or 31 December 1993.

16. Pension Commitments

The Association operates a Pension Scheme of the Defined Benefit type, providing benefits to members based on final pensionable salary. The assets of the scheme are held separately from those of the Association, being invested with an insurance company. As stated on page 51 it is policy that contributions to the scheme are charged to the income and expenditure account, to spread the cost of pensions over employees' working lives with the Association. In practice however, due to the relative immateriality of the figures involved, charges in the income and expenditure account are on a cash basis in accordance with the contributions paid as set out below. The contributions are determined by a qualified actuary on the basis of regular (triennial) valuations using the projected unit method. The latest valuation available was carried out in May 1991. The assumptions which have the most significant effect on the results of the valuation are those relating to the rate of return on investment and the rates of increase in salaries. It was assumed that investment returns would be 9% per annum and that salary increases would average 7% per annum.

The actuarial valuation showed that the market value of the scheme's assets was £974,000 and that the actuarial value of those assets represented 102% of the value of the liabilities accrued to the valuation date at 1 May 1991.

The pension charge for the year was £196,132 (1993 - £173,921).

NOTES