



**FOR
ALL**

SEASONAL REPORT 2018/2019



A QUICK SNAPSHOT OF THE YEAR...

In 2018, the FA launched the new National Game Strategy (2018-19). The Company responded with the launch of the West Riding FA Business Plan (2019-2021) and associated Operational Plan. The FA prioritised Player Registration and in the spirit of solidarity, West Riding FA achieved a 90% take up (some 60% higher than the national average). The Company was presented with a 38 % stretch target to engage young girls in the FA Wildcats programme... we responded with a 42% increase.

TO CREATE ENJOYABLE AND LASTING MEMORIES IN FOOTBALL

5% increase in people who say the West Riding FA is relevant

41% of people state that they want to do and will do the same level of football participation next season

15% of people state that they want to do more and will do more

77% of people state that they want to increase their interaction with West Riding FA

*Source: FA Big Grassroots Survey

High Quality Introduction to Football

141 Wildcats Centres Approved

'Wildcats' is designed to inspire girls aged between 5-11 to be involved in the sport. Wildcats Centres provide girls with regular opportunities to play football and take part in organised sessions in a fun and engaging environment created exclusively for girls. The centres operate weekly, both after school and at weekends. Centres target girls with no football experience to help them learn new things and create foundations for a lifelong love of sport. Wildcats now has over 800 centres nationwide and has attracted over 17,000 new girls to play the game for the first time

Develop Clubs and Leagues

95.29% and 91.34% of Youth and Adult Teams respectively playing in Charter Standard Clubs

Charter Standard is the FA accreditation for affiliated Clubs. Clubs achieving The FA Charter Standard status can be proud to be the best place for people to play and enjoy football. They are able to demonstrate positive football environments where people can develop their skills, stay fit and enjoy playing as part of a friendly, inclusive community. West Riding is proud to have over 3,561 teams playing in a Charter Standard environment.

Embrace all Formats and engage all participants

90.16% of all players competing in affiliated football are registered on the Whole Game System

As part a commitment by The FA and West Riding FA to improve the administration experience for grassroots football volunteers, online player registration functionality was introduced to the Whole Game System. West Riding FA fostered real momentum across the game and achieved an increase of 57% of all clubs registering their players through the system.

Recruit, Develop and support the Workforce

90.47% of all Youth Teams have a qualified coach

Quality of experience at youth level is imperative to foster a long term love for the game and to develop talented players for the future. The FA Level 1 is an entry level qualification that ensures our children play football in safe and organised environments.

Develop Suitable Football Facilities

The number 1 'wish' reported by participants is to play football on better pitches with toilets and changing facilities. Similarly, the state of pitches is reported as the number 1 reason why participants stop playing football. In 2018, the FA launched the Local Football Facilities Plan (LFFP) process to engage local authorities in a systematic review of their facilities stock and need. West Riding FA delivered 8 LFFPs resulting in a clear plan for capital investment in the future.

Modernise and Innovate

84% Increase in use of West Riding FA facilities by affiliated teams.

The introduction of Online Player Registration, FA MatchDay App, Instagram, Smartsheet collaboration software and Freshdesk all resulted in the company bring able to make quicker decisions and standardise processes. The introduction of Independent Non-Executive Directors (INED) on the Board brought the company in line with the Sport England Code of Governance (36% compliance with Tier 3) and improved the quality of decision making and strategic planning at the top.

OUR STRUCTURE AND REPORTING PROCESSES

The Board of Directors is chaired by the Company President Mr Bob Secker and consists of eleven individuals elected by the Association's Council, two Independent Non-Executive Directors and the Chief Executive.

The board is responsible for ensuring we meet comply with our vision, values and Key Performance indicator commitments of the 2018-2021 Strategic Business Plan. It does this by:

- Setting the strategic direction in line with FA requirements and local need
- Setting the strategic forecast and annual budget
- Determining the framework for assessing, challenging and rewarding performance

The Board is collectively grounded and makes all decisions with the interest of the grassroots game at heart.

This Strategic Business Plan assimilates the new 6 Strategic Pillars of the FA National Game Strategy, positioning players at the centre. To maximise our resource, the Board undertook a deep dive review of the strategic pillars, risk management and commercial optimisation and empowered the Senior Management Team to develop an Annual Operational Delivery Plan focusing on impact, relevance and return on investment (ROI).

The Strategic Plan (2018-2021) alongside annual reports and accounts are available for download on www.westridingfa.com.

THE ANNUAL OPERATIONAL DELIVERY PLAN

The Plan is created using Smartsheet and is an essential part of our accountability with our membership and The Football Association. Smartsheet enables staff to collaborate and consult effectively internal and with our external stakeholders. The system offers complete transparency in our actions and enables the staff, SMT and Board to see the fruit of our activities in real time. Accountability is instilled at individual employee level and is aggregated into departmental accountabilities culminating in the principle accountability of the CEO and Board of Directors.

EXTERNAL REGULATION

ANNUAL REPORT

The Annual Report sets out how we have delivered against the commitments provided for in the Strategic Plan and to what extent each of the Key Performance Indicators have been met.

CODE OF GOVERNANCE

In the absence of a 'Governance Code for Football', the Board committed to striving to comply with their 3 of the Sport England Code of Governance. In 2018 -19 the board achieved a 14% improvement in compliance.

SAFEGUARDING OPERATING STANDARDS

In 2018, the Football Association launched an operating framework sets out a framework for the consistent delivery of safeguarding across grassroots football. It supports the Company to meet our responsibilities as employers – and in relation to the youth football we oversee. The Standard is underpinned by government guidance and aligned to the Sport England/NSPCC national standards for safeguarding and protecting children in sport.

Greg Clarke (FA Chairman) - Collectively, the task is to ensure safeguarding measures and processes are in place throughout the grassroots football community – in every league and club to protect every individual – particularly young players.

Standard - Area 1: Governance and Leadership

Standard - Area 2: Operational Delivery

Standard - Area 3: Supporting and Licensing to the Voice of and Supporting Under-18s

Standard - Area 4: Football Disciplinary

Standard - Area 5: Case Management

Standard - Area 6: Compliance and Monitoring

In March 2019 the Company was independently assessed by Girling Hughes Ltd against the 6 standards comprising the Safeguarding Operating Standard. Following a two days assessment procedure where over 400 evidence documents were assessment and interviews with individuals staff members and members of the Board, the Company received a glowing report and successfully **‘met the standard’**.

“The Association have been innovative and creative in their thinking and have delivered processes and projects for under 18s and adults at risk where safeguarding is the main driver. It is clear that you have taken safeguarding in football to the next level. It has been a pleasure to assess the County.

The entire team should be congratulated for the way in which West Riding FA has approached the delivery of the Safeguarding Operating Standard and the outcome you have achieved (Sharon Girling, Director, Girling Hughes Associates)”

KEY PERFORMANCE INDICATORS

The FA sets the monitoring and evaluation framework that underpins the tracking of delivery against the Key Performance Indicators.

The ‘scorecard’ below is generated nationally by the FA and is reported on weekly. These statistics form the basis of the Performance Development programme with staff and monthly monitoring applied by the Directors.

KEY PERFORMANCE INDICATORS



MALE PLAYERS

#FEMALE PLAYERS

#DISABILITY PLAYERS

#FUTSAL PLAYERS

% YOUTH CHARTER STANDARD

% ADULT CHARTER STANDARD

SAFEGUARDING OPERATING STANDARD

RESPECT

#BAME PLAYERS

% PLAYER REGISTRATION

% YOUTH TEAMS WITH QUALIFIED COACH

FEMALE COACHES

#BAME COACHES

REFEREES

#FEMALE REFEREES

#BAME REFEREES

#GRASS PITCHES IMPROVED

CUSTOMER SATISFACTION

% OF NON FA GRANT INCOME

% STAFF SATISFACTION

SPORT ENGLAND GOVERNANCE COMPLIANCE

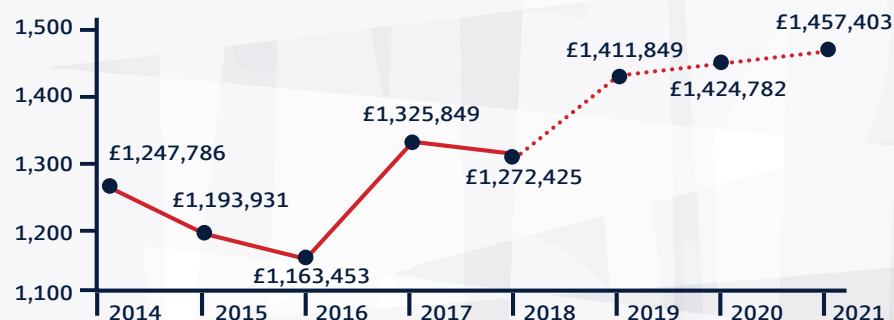
WEST RIDING HQ USER SATISFACTION

KEY PERFORMANCE INDICATORS (KPI)

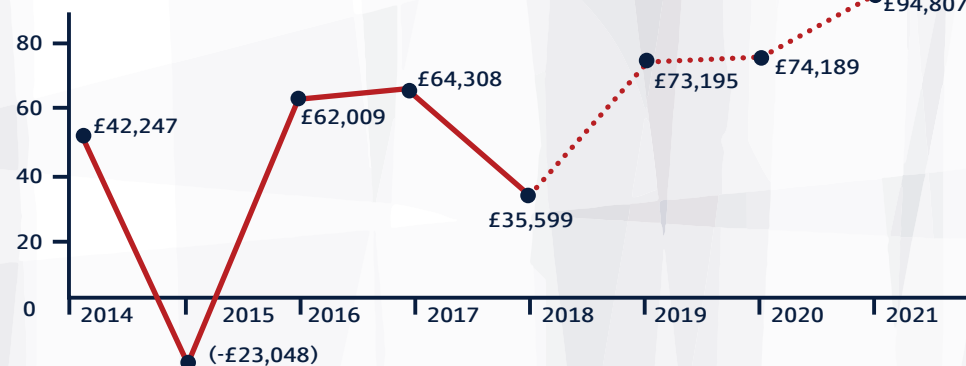
KPI	Baseline 17/18	Target 18/19	Actual - Baseline	Actual - Target	Actual
Male Participants	62,473	64,000	-1,658	-3,185	60,815
Female Participants	5,034	5,400	194	-172	5,228
Disability Participants	580	970	501	111	1,081
Futsal	100	100	40	40	140
Youth CS %	94.04	95	1.25	0.29	95.29
Adult CS %	54.45	51	36.89	40.34	91.34
Safeguarding SOS	Met the Standard	Met the Standard	Met the Standard	Met the Standard	Met the Standard
Player Reg %	33	59	57.16	31.16	90.16
Youth Teams with a Qualified Coach	91	95	-0.53	-4.53	90.47
Female - L1	0	63	75	12	75
Female - L2	0	19	6	-13	6
Female - UEFA B	0	5	0	-5	0
BAME - L1	0	97	98	1	98
BAME - L2	0	28	18	-10	18
BAME - UEFA B	0	7	3	-4	3
Registered Referees	838	864	3	-23	841
Female Referees	32	48	27	11	59
BAME Referees	0	84	62	-22	62
Pitch Improvement Programme	0	93	8	-85	8

FINANCE

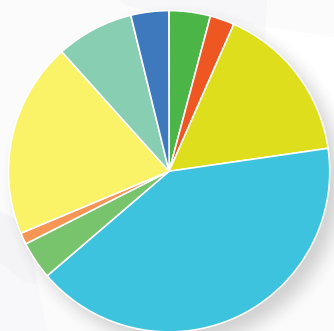
TURNOVER £ 000'S



SURPLUS £ 000'S

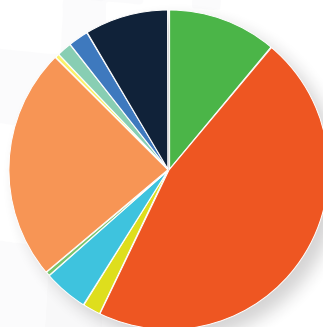


2018 INCOME AND EXPENDITURE



INCOME (£)

Membership Subscriptions	£52,840
Referee Related	£31,192
Disciplinary Charges	£205,181
FA Grants	£521,570
Non FA Grants	£48,633
Cup Competitions	£14,795
Football Development	£250,018
Hire of HQ facilities	£99,563
Miscellaneous income	£48,633



EXPENDITURE (£)

HQ Overheads	£136,164
Staff Expenses	£564,186
Commercial Expenses	£22,100
Irrecoverable VAT	55,339
District FA Affiliation Fees	5,101
Football Development	288,818
Rep Team	5,166
Referees Expenses	18,339
Legal + Professional	£25,163
Depreciation	104,931

NON FA GRANTS TO INCREASE TO 61% OF TOTAL INCOME

FA GRANTS 39% OF TOTAL INCOME
COMMERCIAL REVENUE UP BY 33%



HIGH QUALITY INTRODUCTION TO FOOTBALL

AFFILIATED FOOTBALL AND THOSE PARTICIPANTS THAT ARE REGULARLY TAKING PART IN A RECOGNISED RECREATIONAL PROGRAMME OUTSIDE OF AFFILIATED FOOTBALL.

FOCUS AREAS

MALE, FEMALE, YOUTH AND ADULT PARTICIPATION

WOMEN'S AND GIRLS' FOOTBALL MARKETING, COMMUNICATIONS AND COMMERCIAL (INCLUDING FA WOMEN'S SUPER LEAGUE)

FA GIRLS' ENGLAND TALENT PATHWAY

DISABILITY PARTICIPATION AND TALENT PATHWAY

FUTSAL

RECREATIONAL FOOTBALL

COLLEGE AND UNIVERSITY GRASSROOTS HUBS

HIGH QUALITY INTRODUCTION TO FOOTBALL

KEY PERFORMANCE INDICATORS

NGS MEASURE	2017/18 BASELINE	2018/19 TARGET	2019/20 TARGET	2020/21 TARGET
Male Affiliated and Regular recorded players	62,473	64,000	66,000	68,527
Female Affiliated and Regular recorded recreational players	5,034	5,400	5,800	6,215
Disability Affiliated and Regular recorded players	890	970	1,050	1,128
Futsal Affiliated and Regular recorded players	100	100	120	150
Wildcats Centres	54	115	189	189

OBJECTIVES

- Increase the number of male players by 10%
- Increase the number of female players by 23%
- Increase the number of disability players by 27%
- Increase futsal players by 50%
- Increase Wildcats centres 250%

ENABLERS

- Understand the wider football network
- Ensure data integrity
- Incentivise strategic partners to drive growth using a test - learn - adapt approach
- Account manage the supply chain to maximise retention

"I just believe the FA need to do more in order to keep players playing."

"Cup competitions run well and County FA pitch is best I've played on"

HIGH QUALITY INTRODUCTION TO FOOTBALL



WILDCATS

141 WILDCATS CENTRES

*"Runs a good
local vets
league"*



JUST PLAY

24 DISABILITY CENTERS
14 MALE CENTERS



MALE 852

ADULT MALE TEAMS

£42,750

RETAIN THE GAME INVESTMENT

£162,000

GROW THE GAME INVESTMENT



HIGH QUALITY INTRODUCTION TO FOOTBALL - CASE STUDY

WILDCATS

West Riding FA coordinates the largest SSE Wildcats programme in the country. Since its inception in 2017, West Riding FA has consistently achieved the highest number of centres nationwide, exceeding 2019's target of 102 by 64 centres and again in 2018 by delivering 141 centres.

Through widening and investing in our supply chain of professional clubs, school cluster groups and grassroots clubs the Wildcats programme in West Riding has exceeded its objective of engaging girls aged 5-11 in fun football sessions and to date has created opportunities for over 800 girls countywide.

FA Coach Mentors are deployed to support the development of Wildcats coaches and a robust QA framework ensures compliance with the ethos of Wildcats in ensuring excellent experiences for young girls.



**MY GAME
MAKES A
DIFFERENCE**

**Build confidence.
Inspire the future.
Grow the game.**

sse **wildcats**
• THE FA GIRLS' FOOTBALL CENTRES •



**MY WILDCATS
WON'T
STOP**

**Build confidence.
Inspire the future.
Grow the game.**

sse **wildcats**
• THE FA GIRLS' FOOTBALL CENTRES •

DEVELOP CLUBS AND LEAGUES

SUPPORTING A FORWARD THINKING LEAGUES AND CLUBS SYSTEM THAT ENGAGES THE WHOLE COMMUNITY

FOCUS AREAS

LEAGUE & CLUB SERVICES (INCLUDING “RESPECT” & TECHNOLOGY)

SAFEGUARDING

“They provide excellent support with all the information and resources that are required to run an amateur football league”

DEVELOP CLUBS AND LEAGUES

KEY PERFORMANCE INDICATORS

NGS MEASURE	2017/18 BASELINE	2018/19 TARGET	2019/20 TARGET	2020/21 TARGET
Adult FA Charter Standard	51%	51%	51%	51%
Youth FA Charter Standard	93%	95%	97%	100%
Safeguarding - Achievement of Safeguarding Operating Standard	0%	100%	100%	100%

OBJECTIVES

- Retain the number of Adult teams playing in Charter Standard Clubs (50%)
- Increase the number of youth teams playing in Charter Standard Club by 7%
- Ensure full compliance with the Safeguarding Minimum Operating Standard

ENABLERS

- Implement a maturity matrix approach to ensure league and club structures are fit for purpose
- Investment model underpinned by ROI
- All clubs all leagues risk assessed and supported by a ‘trigger process’ providing an early warning system for intervention
- Conduct an annual Independent assessment of the Safeguarding Operating Standard

DEVELOP CLUBS AND LEAGUES - CASE STUDY

Our Community Leagues (Flexi, U21 and VETS) provide county wide opportunities to engage male players in the game. These players are often transitioning between formats of football, ‘back to’ players or brand new participants. The leagues work in tandem with our ‘traditional’ leagues by engaging teams/players that drop out or simply providing more game time for ‘fringe players’.

West Riding coordinate 7 Flexi Leagues (10 divisions), 8 Summer Flexi Leagues, 4 U21/23 Leagues, 4 VETS Leagues. Through sophisticated social marketing techniques, the leagues will increase to 13 divisions comprising of 165 teams for the 19-20 season.

The leagues are spread across the county and clustered regionally to ease accessibility. All leagues take place midweek allowing players to participate during weekend. In 2018, eight flexi teams from Bradford joined the Bradford Sunday alliance.



DEVELOP CLUBS AND LEAGUES

95.29%
% OF YOUTH TEAM PLAYING IN
CHARTER STANDARD CLUBS

700
YOUNG PEOPLE
CONSULTED

74

ABUSE CASES AND FA CASE
MANAGEMENT REFERRALS

2315
CRC CHECKS

192
POOR PRACTICE CASES

266
SAFEGUARDING
CASES

69
SAFEGUARDING
VISITS

13
LEAGUE WEL-
FARE OFFICERS

95.29%
% OF ADULT TEAMS PLAYING
IN CHARTER STANDARD CLUBS

351
CLUB WELFARE
OFFICERS

*“Easy to
contact,
reactive,
responsive to
constructive
comments.”*

EMBRACE ALL FORMATS, ENGAGE ALL PARTICIPANTS

RECOGNISING THE MANY FORMATS OF THE GAME AND THE DIFFERENT ROLES WE HAVE IN SUPPORTING THEM.

FOCUS AREAS

PLAYER REGISTRATION

60% OF ALL AFFILIATED FOOTBALL NATIONALLY
NOW USES WGS PLAYER REGISTRATION

EMBRACE ALL FORMATS, ENGAGE ALL PARTICIPANTS

KEY PERFORMANCE INDICATORS

NGS MEASURE	2017/18 BASELINE	2018/19 TARGET	2019/20 TARGET	2020/21 TARGET
Affiliated Player Registration coverage	33%	59%	75%	80%
Total BAME Affiliated and Registered Players (from 2019/20 onwards)	TBD	TBD	TBD	TBD

OBJECTIVES

- Increase player registration coverage by 47%

ENABLERS

- All players participating in recreation or affiliated football to be registered via WGS or SPV
- Creating an appropriate incentive structure for partners to register players
- Create an alternative solution (central data entry) for those partners who are unable or unwilling to do it

KEY STATISTICS

81%

OF PLAYERS REGISTERED IN
JUNIOR FOOTBALL



90%

OF PLAYERS REGISTERED IN
ADULT FOOTBALL

EMBRACE ALL FORMATS, ENGAGE ALL PARTICIPANTS - CASE STUDY

In 2018, West Riding FA celebrated the Islamic Holy month of Ramadan and engaged with members of the footballing community who would be fasting through daylight hours. Our insight told us that Muslims fasting in Ramadan found it difficult to play football within this month, and that often people they engaged with didn't have the required knowledge around Islam to understand their potential barriers to participation.

An 8 team football tournament was organised that took place at 7pm and teams were invited from diverse communities to take part. At 9pm the tournament was concluded with food/drinks provided so participants could open their fast. Congregational prayers were held on the pitch to close the evening. The event was delivered to highlight that football and religious commitments can co-exist and that football can be flexible to incorporate this.

Providing food for someone to open their fast is considered an important act by Muslims and participants were asked to donate money to a Local Mosque who would be visiting Orphans in Morocco. Money raised was combined with football kit and equipment donated by West Riding FA and this was delivered to a group of Orphans in Morocco.

Attendees were gracious of the event and that they now felt like the facility was welcoming to people of any Faith.



“Great relationship, positive attitude and know that all involved are trying their best.”



RECRUIT, DEVELOP AND SUPPORT THE WORKFORCE

INVESTING IN THE FOOTBALL WORKFORCE, BOTH PAID AND UNPAID, TO SUPPORT OUR TEACHERS, COACHES, REFEREES, CLUB AND LEAGUE OFFICIALS AND GENERAL VOLUNTEERS

FOCUS AREAS

COACH EDUCATION

FEMALE COACHES

BAME COACHES

COACH EDUCATION TUTOR WORKFORCE

THE FA COACH MENTOR PROGRAMME

PE & SCHOOL SPORT OFFER

REFEREEING

REFEREE RECRUITMENT

REFEREE RETENTION

REFEREE DEVELOPMENT

FEMALE REFEREES

BAME REFEREES

REFEREEING DISABILITY FOOTBALL

“Plenty of coaching courses available for new and existing coaches, fantastic facilities available to use”

“The support to referees is 2nd to none.”

RECRUIT, DEVELOP AND SUPPORT THE WORKFORCE

KEY PERFORMANCE INDICATORS

NGS MEASURE	2017/18 BASELINE	2018/19 TARGET	2019/20 TARGET	2020/21 TARGET
Youth Teams with a FA Qualified Coach	91%	95%	97%	100%
No. of Referees	838	864	903	935
Female Referees	32	48	64	65
BAME Referees	Unknown	45	90	137
Wildcats Centres	54	115	189	189
		L1 / L2 / UEFA B	L1 / L2 / UEFA B	L1 / L2 / UEFA B
Female Coaches	Unknown	63 / 19 / 5	63 / 19 / 6	63 / 19 / 6
BAME Coaches	Unknown	97 / 28 / 7	97 / 24 / 7	97 / 24 / 7

ENABLERS

- Understand the market – BAME communities
- Promote, celebrate and incentivise diversity in the football workforce
- Articulate the benefits of providing accurate ethnicity and diversity information
- Deliver a flexible football workforce programme that flexes to meet the needs of the market
- Ensure growth targets are reviewed to ensure proportionality with growth in participation

RECRUIT, DEVELOP AND SUPPORT THE WORKFORCE

90.47%
YOUTH TEAMS WITH A
QUALIFIED COACH

720
LEVEL 1 COACHES
QUALIFIED

96
LEVEL 2 COACHES
QUALIFIED

24
LEVEL UEFA B
COACHES QUALIFIED

81
FEMALE COACHES

119
BAME COACHES

841
REFEREES
REGISTERED

350
NEW REFEREES

59
FEMALE REFEREES

13
REFEREE CPD SESSIONS

62
BAME REFEREES

16
COACH CPD
SESSIONS



RECRUIT, DEVELOP AND SUPPORT THE WORKFORCE - CASE STUDY

The West Riding FA CPD Programme delivers a series of needs led coach development opportunities for coaches of all levels. The majority of coaches operating in the game are Level 1 qualified, therefore a significant market gap is presented to engage, support and develop coaching practice.

Our insight revealed a trend of wants for topics, locations and timing of events. Subsequently, a two tiered programme was launched; 'standard CPD' for Level 1 and 2 coaches alongside 'CPD Extra' for Level 2 and 3 coaches which saw a range of regional and national FA staff alongside industry leading practitioners delivering workshops on topics as diverse as decision making, session planning and skill acquisition.

The quantity and variety of topics exceeds the 'typical' offer and engages hundreds of coaches across the season. The full programme can be viewed here: <https://en.calameo.com/read/001230235781b95034709>

In 2019 we will create a Coach Development Group to specifically target coaches working at Level 2 and offer a bespoke programme based on their identified needs. Similarly, a Level 3 Alumni group will be launched to maintain support learners who have attended a Level 3 UEFA B course.





DEVELOP SUITABLE FOOTBALL FACILITIES

ENHANCING EXISTING AND DEVELOPING THE NEXT GENERATION OF PLAYING FACILITIES THROUGH A PROGRAMME OF STANDARDISED AND SCALED PITCH DEVELOPMENT.

FOCUS AREAS

FACILITIES AND INVESTMENT

“The quality of pitches need to seriously improve otherwise the country will feel the affect as a whole in the coming decades.”

DEVELOP SUSTAINABLE FOOTBALL FACILITIES

KEY PERFORMANCE INDICATORS

NGS MEASURE	2017/18 BASELINE	2018/19 TARGET	2019/20 TARGET	2020/21 TARGET
Grass Pitches improved	23	93	160	261

OBJECTIVES

- Increase the number of grass pitches improved by 238

ENABLERS

- Develop a central data insight hub to inform investment and intervention priorities
- Ensure investment model is underpinned by sound strategic intelligence (PPS, LFFPs)
- All existing sites to be risk assessed and appropriate interventions applied to ensure sustainability and compliance with investment conditions

ENABLERS

“I believe the pitches and changing facilities at amateur and semi professional level are very poor and more support from county level upwards is required.”

“They are available to contact and to give assistance as required, particularly with regard to grants from the Football Foundation.”

DEVELOP SUITABLE FOOTBALL FACILITIES

£4,232,39
INVESTED INTO
CAPITAL PROJECTS

60
3G AGP'S

36
GRASS PITCH
IMPROVEMENTS

8
MACHINERY
GRANTS AWARDED

59
CHANGING
PAVILIONS

100
GRASS PITCHES VISITED THROUGH PITCH
IMPROVEMENT PROGRAMME

8
LOCAL FOOTBALL
FACILITY PLANS

538
PROJECTS
IDENTIFIED
(£64.66M
TOTAL PROJECT
COSTS)



DEVELOP SUITABLE FOOTBALL FACILITIES - CASE STUDY



NEW CHANGING PAVILION IN RIMINGTON SET TO IMPROVE SUSTAINABILITY OF LOCAL CLUB

The new changing pavilion in Rimington was officially opened prior to a game between Rimington FC and Burnley Belvedere.

Community footballers in Rimington can now enjoy an enhanced matchday experience after the doors were opened to Rimington Recreation Association's new changing pavilion recently (Saturday 13 April 2019).

The new pavilion was made possible thanks to investment from the Premier League, The FA and Government's Football Foundation.

After netting a £36,233 grant from the Football Foundation, work began on the site in December 2018. Following the opening of the new changing pavilion, football can now return to prominence in Rimington.

The new changing pavilion will provide partner club, Rimington FC, with a state-of-the-art facility for the whole community to enjoy. The new building not only provides the club with fit-for-purpose facilities which will help them to retain players and grow but, will also act as a central community hub.

As the main football team in the village, Rimington FC's focus is to work alongside West Riding County FA to develop both the adult and junior football sections of the club. The new changing pavilion will improve the sustainability of the club and it is anticipated that it will help them to attract an additional 150 players over the next five years.

Martin Lawson, Secretary of Rimington FC, said: "We are delighted to officially open the new pavilion at Rimington, the home of Rimington Football Club. After many months of hard work from everyone involved, we have finally achieved our goal.

"We are indebted to several organisations, individuals and local business for supporting us financially or with services, especially the Football Foundation for the financial support. The pavilion will form the back drop to allow Rimington FC and the community to develop in all aspects for years to come."

Andrew Shuttleworth, Facilities & Investment Manager at West Riding FA, said: "It was fantastic to see the opening of the new pavilion at Rimington FC. Everybody involved with the Club that made this happen deserve a huge congratulations. After lots of determination, dedication and an amazing fundraising effort, the Club and the wider community have a facility to be proud of."



MODERNISE AND INNOVATE

USING TECHNOLOGY, DATA INSIGHTS AND INNOVATION TO MAKE QUICKER DECISIONS WHILST ENSURING STANDARDISED PROCESSES, GOOD GOVERNANCE AND ROBUST SAFEGUARDS WE MAKE THE RIGHT DECISIONS.

FOCUS AREAS

INCLUSION AND DIVERSITY

FINANCIAL MANAGEMENT

MARKETING AND COMMUNICATIONS

CUSTOMER SERVICE EXCELLENCE

COMMERCIAL DEVELOPMENT

RESEARCH AND INSIGHT

DISCIPLINE

DIGITAL ENGAGEMENT

SCHOOLS' FOOTBALL

YOUTH VOLUNTEERING PROGRAMME

YOUTH REWARD AND RECOGNITION

COUNTY FA PAID STAFF

CORPORATE GOVERNANCE

“There is always someone available to talk to and through a number of issues within our club, we have built up a healthy and valuable, working relationship with our colleagues there.”

MODERNISE & INNOVATE

KEY PERFORMANCE INDICATORS

NGS MEASURE	2017/18 BASELINE	2018/19 TARGET	2019/20 TARGET	2020/21 TARGET
Customer Satisfaction with CFAs (from 2019/20 onwards)				
Respect Team Ratings (from 2019/20 onwards)				

ADDITIONAL KPI's

- Increase the % of non FA grant income by 7%
- Achieve a West Riding FA HQ Net Promoter score of +50
- 100% of staff enjoy working at West Riding FA

ENABLERS

- Objectify Customer Satisfaction
- Fully exploit the commercial potential of the West Riding FA
- Implement structure and processes to enable continuous employee feedback
- Maximise final loss prevention in existing financial processes
- Utilising the power of our network to drive further investment into grassroots football

We invested circa £150K to modernise our HQ facilities and achieve compliance with the Disability Discrimination Act (DDA).

The Whole Game System recorded its best ever year in 2018. With the introduction of player registration functionality, improved page load speeds and integration with FA Full Time.

- The introduction of a dedicated and skilled Marketing and Communications Officer marked a huge improvement in our digital presence and customer interface.
- We achieved full compliance with the FA Safeguarding Standards with no documented improvement plan
- We announced plans to introduce Smartsheet and Outlook 365 as default platforms to create environments to stimulate and facilitate collaboration between employees and the wider stakeholders

MODERNISE AND INNOVATE

14%
INCREASE IN
CAUTIONS

15%
INCREASE IN
RED CARDS

60%
DISCRIMINATION
CASES PROVEN

11%
INCREASE IN
MISCONDUCTS

1171
NEW TWITTER
FOLLOWERS

706
ATTENDEES AT
SIN BIN TRAINING

1,223
INSTAGRAM FOLLOWERS

107,126
WEBSITE USERS

4,737,000
TWITTER IMPRESSIONS

237,220
WEBSITE SESSIONS

£150K
INVESTMENT INTO
HQ FACILITIES



MODERNISE AND INNOVATE - CASE STUDY

See it, hear it, report it was borne out of the collaborative working relationship between the Football Services Team, Safeguarding and Referees Development Team who shared a vision for a streamlined, consistent reporting process across the business that fosters confidence in 'the system'. This, in essence, provides a 'one stop shop' for grassroots participants to inform the CFA of any concerns/alleged incidents across the following 4 categories:

1. Safeguarding Concerns – Poor practice below the threshold for Case Management
2. Discrimination allegations
3. Match Official competence and conduct
4. Discipline Reporting by an unqualified match official

Lessons were taken from the 'See it, report it, sorted' initiative launched by the British Transport Police to encourage train passengers (participants) and station visitors (spectators) to report unusual activity in a bid to address terrorist activity. As with the aforementioned campaign, our 'see it, hear it, report it hub' represents our bid to raise awareness of the reporting procedure, increase the number and quality of reports submitted and improve the consistency of process applied internally.

At a push of a button, participants and those involved in grassroots football (spectators, parents), can develop an understanding of 'the process' that governs the flow of action between reporting and resolution. Each reporting 'button' is underpinned by a google form where the reporter is guided through a series of questions that were selected to elicit the core information needed to begin a stage 1 investigation.

Quite simply the See It, Hear it, Report it, button functions to provide a quick, simple, transparent framework for reporting.



"I strongly believe the county FA should monitor the behaviour of coaches at matches."



