



WEST RIDING FA

BUSINESS PLAN

2018 - 2021





EXECUTIVE SUMMARY

Having focused on our values and prioritised income diversification in our 2015-18 strategy, we have galvanized the professional workforce and Board to deliver a unified service to our participants and strengthened our balance sheet by investing in commercial ventures that bring the communities of West Yorkshire closer to the business.

The boundaries between provider, player and public continue to blur and sports customers are increasingly viewed, and view themselves, as both consumers and producers. Our 'customers' shape and define the sport. We place an uncompromising emphasis on our interactions with people. Sometimes this means pulling our sleeves up and getting 'stuck in' on match day and certainly always means focusing on the needs of the participant.

Whilst stabilising the business and maximising efficiency and profitability to invest back into the game remains a focus, the Board remain resolute that the executive foster trusting relationships and interactions with our participants and supply chain by operating with transparency, consistency, and purpose.

Grassroots football is in the throes of rapid evolution. Where once football was uncontested for its spot in the nation's affections, the environment in which we live is increasingly defined by societal pressures and football has joined the battle of natural selection with other sporting and non-sporting endeavours. The power of football and the commitment and expertise of the grassroots community is abundantly clear. Our challenge over the course of the new National Game Strategy (2018-2021) is to harness the passion, knowledge and expertise that exists within our communities to leave a lasting legacy on the game for years to come.

This Strategic Business Plan assimilates the new 6 Strategic Pillars of the FA National Game Strategy, positioning players at the centre. The shift in focus from teams to players values and prioritises players as the lifeblood of the sport and the common currency across all entities that function to improve and develop the grassroots game. The player base is more varied and diverse in its tastes than ever, and a wider range of services and interventions will be provided to meet their needs and retain/engage them in the game. All of this demands a fundamental shift in the role we play in facilitating the game at a local level and positions the West Riding FA as the strategic lead for football across the locality.

To maximise our resource and impact, the Board have undertaken a deep dive review of the strategic pillars, risk management and commercial optimization and have empowered the Senior Management Team to lead a considered operational planning process focusing on impact, relevance and return on investment (ROI).

Our customer excellence work will see us bring the public debate to life to help us understand what sort of FA our community want and in turn we commit to a set of transparent and evolving objectives that ensures the organisation remains efficient, open, distinctive, innovative and above all relevant.



Hannah Simpson
CEO

OUR VISION AND VALUES

We are a business inspired by Vision and underpinned by Values. The Board continue to lead the business to be an inspired organisation that acts from the inside out and fully aligns the business strategy to the concept that customers don't buy what we do; they buy why we do it and what we do simply proves what we believe.

Our Vision and Values are very clear. Whilst stabilising the business and maximising efficiency and profitability to invest back into the game is a focus, fostering, trusting, effective relationships and interactions with our participants by consistently living our Values remains a core expectation of the executive and is enabled in our corporate governance structure.



TO CREATE
ENJOYABLE
AND LASTING
MEMORIES
THROUGH
FOOTBALL

1
SIMPLE

2
TRANSPARENT

3
ACCESSIBLE

4
INCLUSIVE

5
RELEVANT

6
CARE

WE KEEP
COMMUNICATION
EASY TO
UNDERSTAND
AND OUR
PROCESSES
UNCOMPLICATED

WE MAKE OUR
DECISIONS AND
ACTIONS OPEN
HONEST AND
CONSISTENT

WE ARE THERE
WHEN OUR
CUSTOMERS
NEED US

WE ENSURE
THAT EVERYBODY
CAN ENJOY
THE GAME
REGARDLES OF
INDIVIDUAL
DIFFERENCE

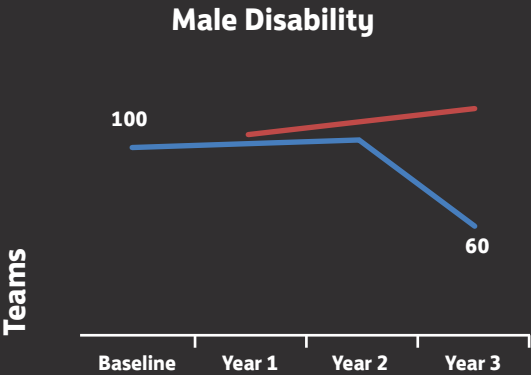
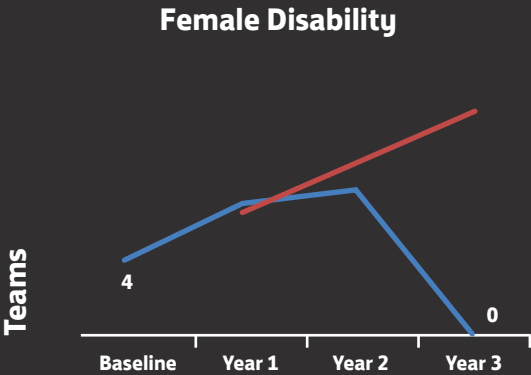
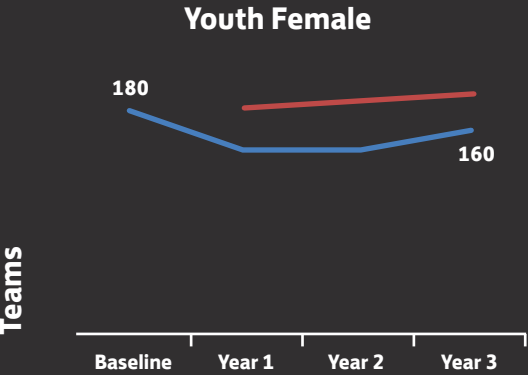
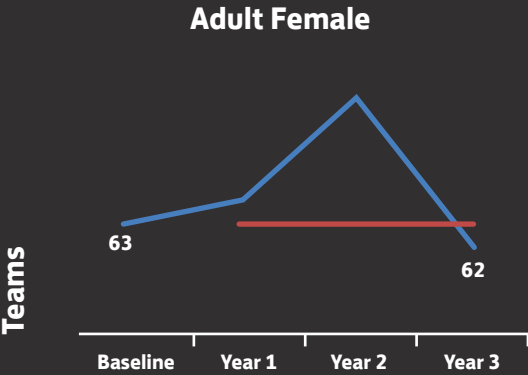
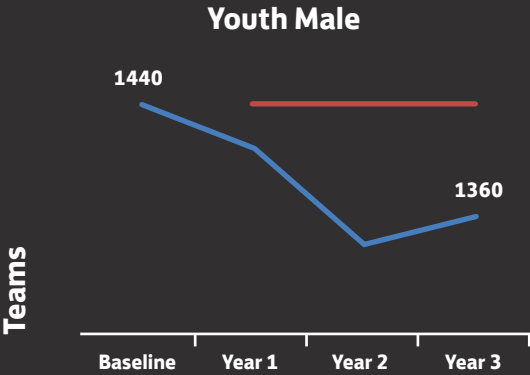
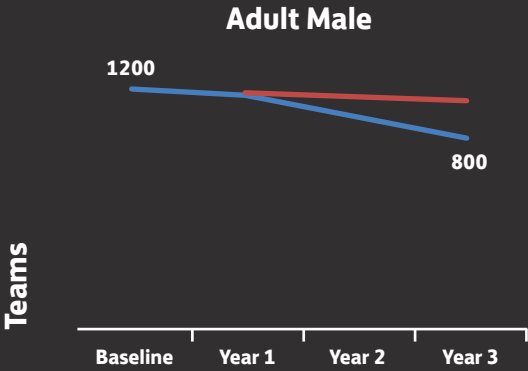
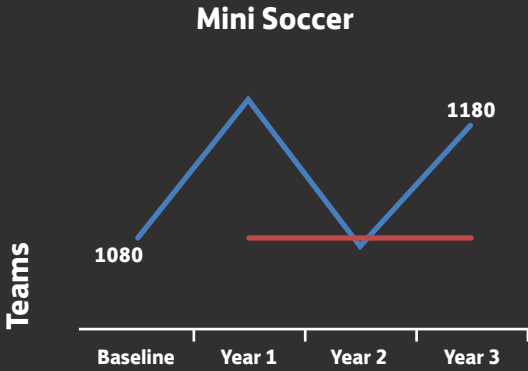
WE UNDERSTAND
THE VIEWS
NEEDS AND
EXPECTATIONS
OF EVERYONE
INVOLVED IN
THE GAME

WE ARE
PASSIONATE
ABOUT
DELIVERING AN
EXCEPTIONAL
FOOTBALL
EXPERIENCE

APPRAISAL AND INSIGHT

PARITICIPATION TRENDS

Actual
Target



BASELINES IN SEASON 2017 - 2018

FOOTBALL WORKFORCE

Assistant Welfare Officers	36
Abuse Cases and Case Management Referrals	73
Cases Involving Police and Social Care	32
Total Poor Practice cases	240
Safeguarding Visits	28
Referees Courses delivered	9
% Female Licenced Coaches	3.78%
%BAME Licenced Coaches	5.74%
% Referee coverage in Junior Leagues	41.30%
% Referee coverage in Adult leagues	92.60%
Newly Registered Referees	176
Coach Mentors	14
Coaching CPD sessions delivered	22
Average CPD session attendees	54
Level 1 coaches qualified	600
Level 2 coaches qualified	85
UEFA B Coaches qualified	24
% Female LCC Members	5.69%
% BAME LCC Members	7.76%
Long Service Awards presented (50yrs)	12

RAISING STANDARDS

Reduction in Yellow Cards	15%
Reduction in Red Cards	15%
Reduction Dissent Cautions	21%
Reduction in Misconducts	23%
Anti-Discrimination Cases proven	20
Anti-Discrimination Incidents Reported	27

SUSTAIN AND INCREASE PARTICIPATION

Competitions Sanctioned	13
Recreational Teams Affiliated	116
Grow the Game investment into clubs	£98,000
Wildcats Centres	54* highest in the country

INNOVATION EXCELLENCE AND GROWTH

County Cup Entries	973
Twitter Impressions	100% increase to 1.3 million
Twitter Profile Visits	100% increase to 80,682
Twitter followers	9646
County Cup income to clubs	£4,395
Teams accessing the WRCFA 3G Pitch	246
Instagram followers since April 2018	151
Sponsorship Income	21000

BETTER TRAINING AND PLAYING FACILITIES

3G pitches delivered	5
Total Investment in Facility Projects	£3,225,947

**CLUB
WELFARE
OFFICERS
329**

**LEAGUE
WELFARE
OFFICERS
14**

**LICENCED
COACH CLUB
(LCC)
MEMBERS
1882**

**PLAYERS
REGISTERED
17,781
REGISTERED
REFEREES
1004**

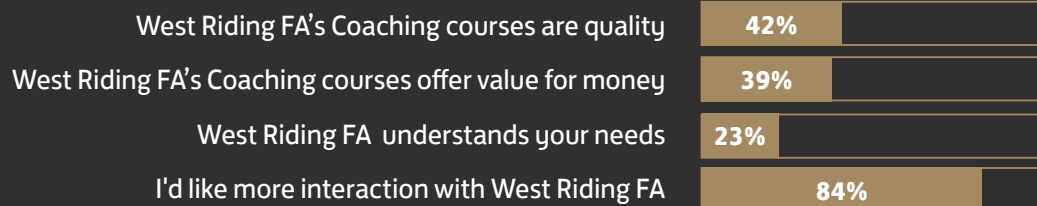
**TOTAL
TEAMS
AFFILIATED
3724**

**LEAGUES
SANCTIONED
36**

**PITCH
IMPROVEMENT
PROJECTS
95**

WHAT PEOPLE TELL US

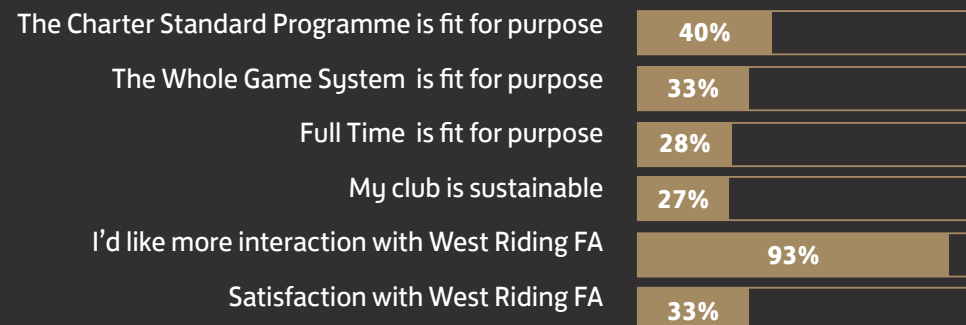
COACHES



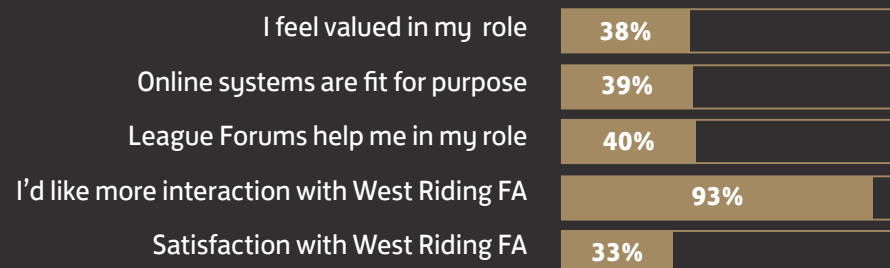
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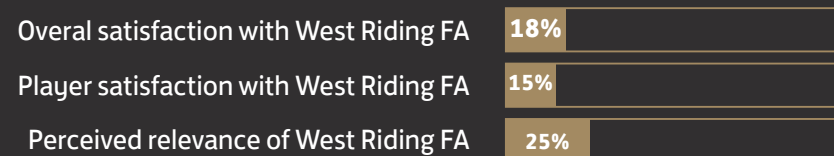
CLUBS



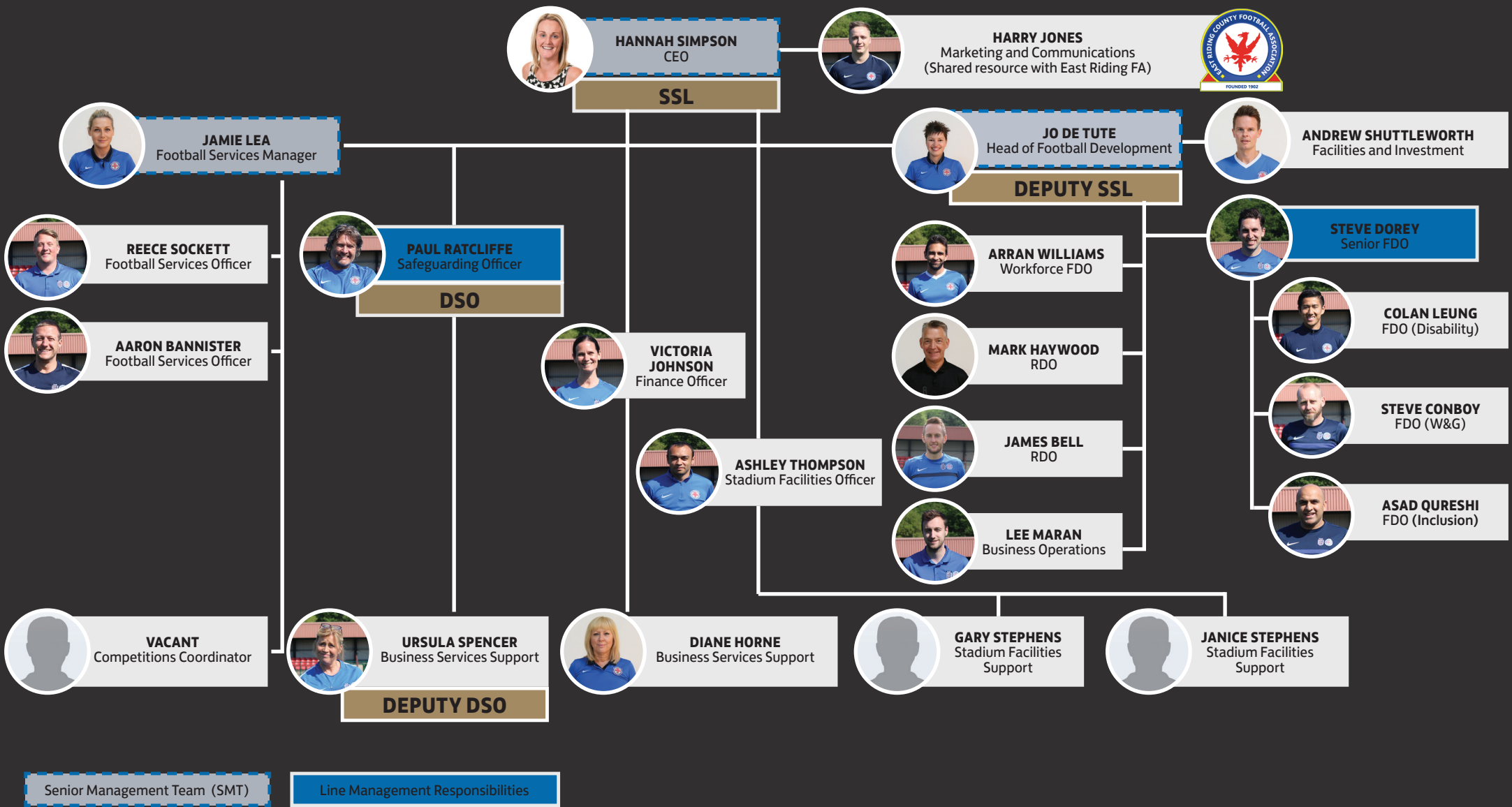
LEAGUES



WEST RIDING FA PERCEPTION AND SATISFACTION RATING



EXECUTIVE STRUCTURE



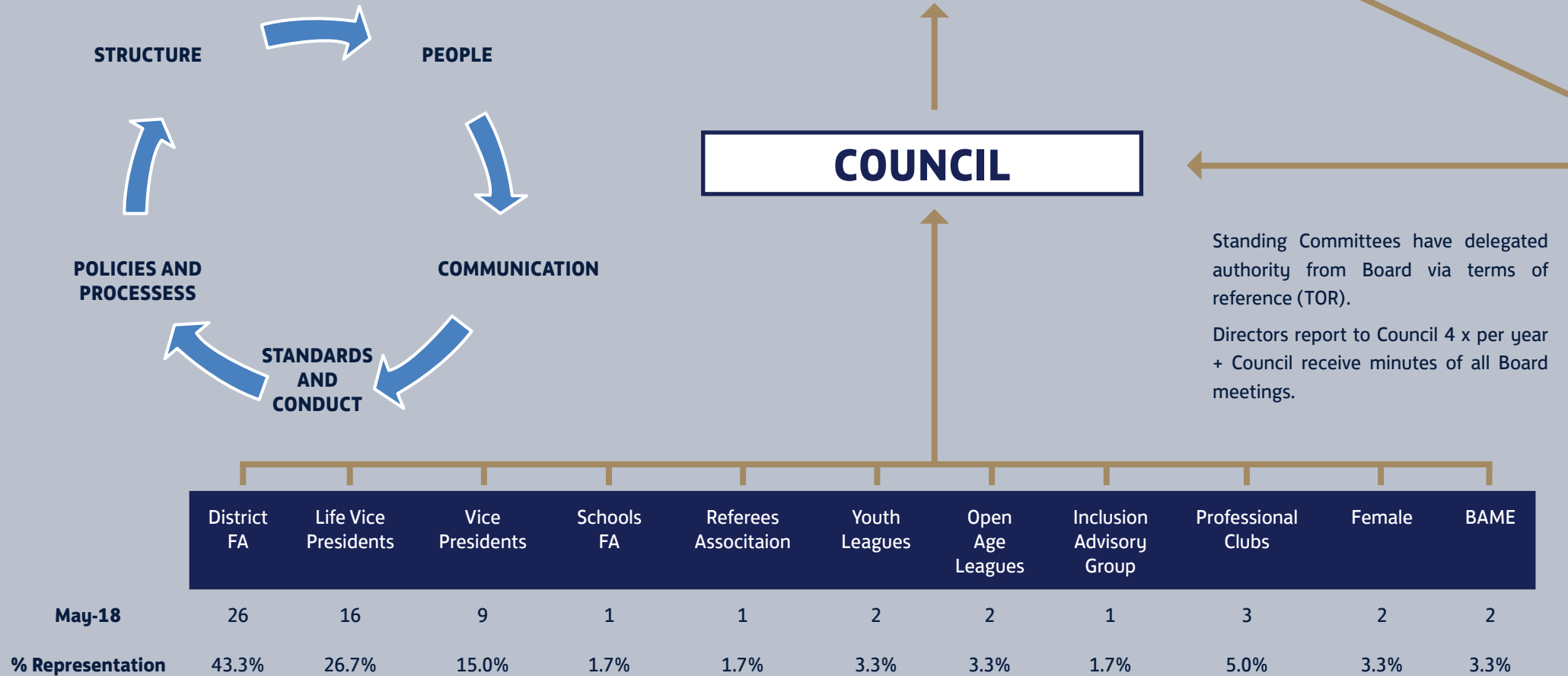


FOR ALL

CORPORATE GOVERNANCE

Fundamentally, the business is a membership organisation that should function to meet the needs and expectations of the membership and wider stakeholders.

It is fundamental that our corporate governance structure perpetuates a representative democracy to allow the business to effectively understand the changing external environment to ensure strategic decisions are informed and reflect the feedback from stakeholders.

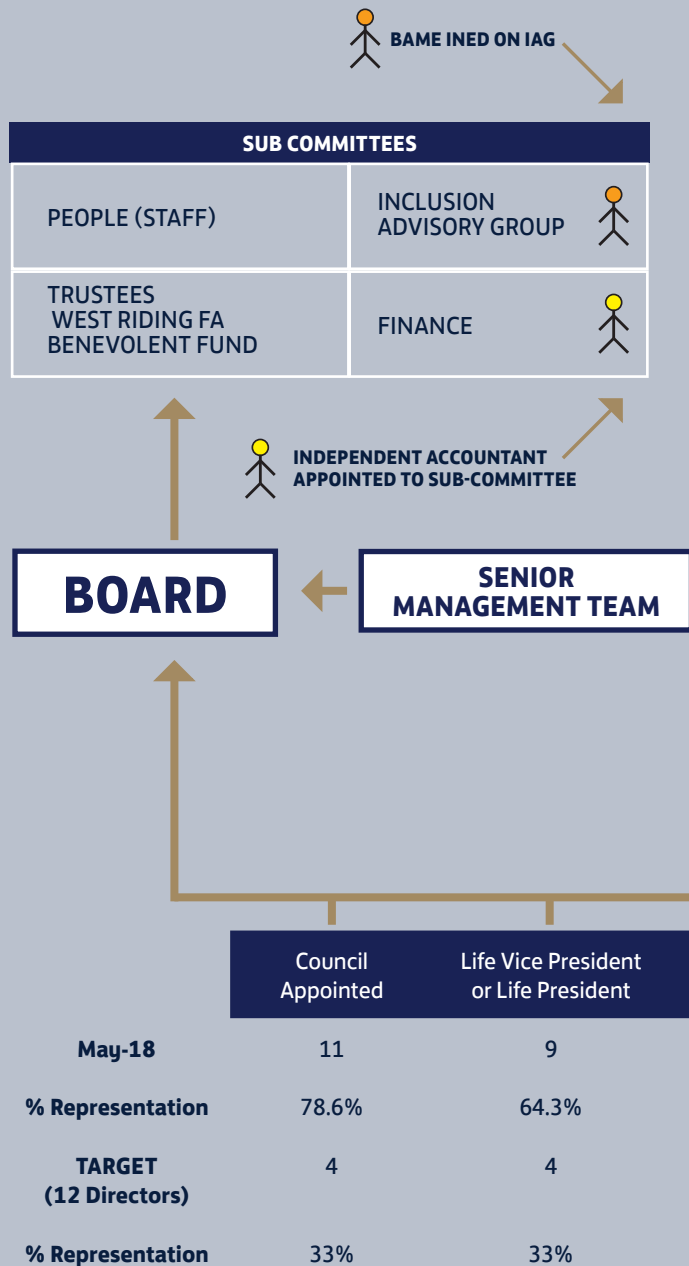


SPORT ENGLAND CODE OF GOVERNANCE SELF-ASSESSMENT

Sport England: A Code for Sports Governance states that 'those entrusted with the responsibility to take these decisions need to constitute and equip themselves in a manner that allows them to thrive in this shifting environment'.

Since 2012, there has been measurable and substantial improvement in our Corporate Governance. In order to further safeguard the return on investment into sport and maximise the effectiveness of those investments, the business will strive to meet the Gold Standard of the Code.

**CURRENTLY
34%
COMPLIANT**



SPORT ENGLAND CODE		CURRENT STATUS
Tier 1	Properly constituted and a clear purpose	✓
	Documents which set out the purpose of the business	✓
	A clear purpose and properly constituted	✓
	The Board meets at least 4 times a year	✓
	Minutes of all Governance meetings	✓
	Published summary records of all Governance meetings	x
	Conflicts of Interests reviewed, recorded and mitigated effectively	✓
	Skills and diversity are considered when a vacancy exists	✓
	Committee members subject to regular election - serving no more than nine years in total	x
	Formal bank account with 2 independent signatories	✓
Tier 3	Financial Independent Review	✓
	A clear division between the Board's management and oversight role and the executive's operational role	x
	Directors appointed by Council represent no more than 1/3 of the directors	x
	Council Members hold office for a max of either two, four-year terms or three, three-year terms.	x
	The Board does not exceed 12 persons	x
	A Director serves for a maximum of 3 x 3 year terms	x
	25% of the Board are INEDS	x
	An INED is appointed as Senior Independent Director	x
	Audit and Nomination Committees are in place	x
	Each Standing Committee reports to the Board	x
	30% of the Board are females	x
	A strong and public commitment to progressing towards achieving gender parity and greater diversity	x
	A formal, rigorous and transparent procedure for the appointment of new directors	x
	The Chair and INEDS are recruited via an open, publicly advertised process	x
	Board Induction Process	✓
	A strategy for engaging with, and listening to, its stakeholders and staff	x
	External evaluation of the Board is facilitated at least every four years	x
	A Directors' Code reviewed every 4 years	x
	Audited accounts are presented on the website	x
	Annually approved budget and 4 year forecast	x
	Risk Management and Control systems	x

HOW IMPORTANT ARE OUR PARTNERS IN DELIVERING OUR KPIs?

Key Performance Indicator (KPI)															STRATEGIC PARTNER	TARGET REF
1	2	3	4	5	6	7	8	9	10	11	12	13	14	15		
✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	The FA	20
✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	Leagues	4
✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	Clubs	3
✓	✓	✓	✓	✓	✓	✓			✓	✓	✓	✓	✓	✓	Local Authorities	2
✓	✓	✓	✓			✓		✓	✓	✓	✓	✓	✓	✓	Facility Providers	11
✓	✓	✓	✓			✓		✓	✓	✓	✓	✓	✓	✓	Higher Education	7
✓	✓	✓	✓			✓		✓	✓	✓	✓	✓	✓	✓	Further Education	6
✓	✓	✓	✓			✓			✓	✓	✓	✓	✓	✓	Sporting Bodies (Sport England, UK Coaching)	25
✓	✓	✓	✓			✓			✓	✓	✓	✓	✓		Other NGBs	24
✓	✓	✓	✓			✓			✓	✓	✓	✓	✓		Professional Club Foundations	18
✓	✓					✓	✓	✓	✓	✓	✓	✓	✓		Professional Clubs	17
✓	✓	✓				✓		✓	✓	✓	✓	✓	✓		NHS	13
✓	✓	✓	✓	✓		✓			✓	✓	✓	✓	✓	✓	Secondary Schools	9
✓	✓	✓				✓	✓		✓	✓	✓	✓	✓		Small Sided (Commercial 5 a side)	1
✓	✓	✓	✓	✓		✓		✓	✓	✓					Coach Mentors	30
✓	✓	✓	✓	✓		✓		✓	✓	✓					Coaches	27
✓	✓	✓	✓						✓	✓	✓	✓	✓		Kick It Out	16
✓	✓		✓			✓			✓	✓	✓	✓	✓		Faith Groups	15
		✓				✓		✓	✓	✓	✓	✓	✓		Day-care centres	12
✓	✓	✓	✓			✓			✓	✓					Private providers	10
✓	✓	✓	✓	✓		✓								✓	Primary Schools	8
						✓			✓	✓	✓	✓	✓		County Coach Developer (+ Tutors)	26
✓	✓				✓		✓			✓				✓	National League Clubs	19
✓	✓	✓	✓			✓									Coaching in Education Coordinators	29
✓	✓	✓	✓			✓									Schools Games Organisers	22
✓	✓	✓	✓											✓	Football Foundation	21
						✓				✓	✓	✓	✓		District FAs	5
						✓				✓	✓	✓			Referee Associations	14
✓	✓		✓			✓					✓	✓	✓		Schools FA	23
						✓									Referees	28
						✓									Council	31

OUR CURRENT RELATIONSHIP WITH STRATEGIC PARTNERS



1 = Outstanding Relationship

2 = Excellent Relationship

3 = Good Relationship

4 = Average Relationship

5 = Poor Relationship

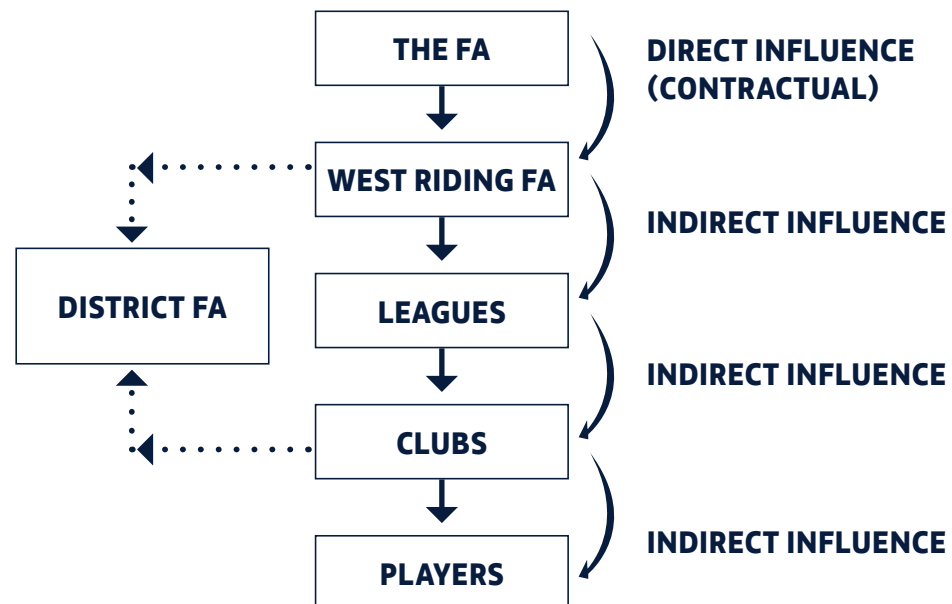
OPERATING SYSTEMS

West Riding FA, like many other large Governing bodies, does not 'own' its supply chain. The current model is very much governed by an indirect influence, negotiation reliant approach whereby the success of the business is inextricably linked to the performance of the supply chain.

West Riding's supply chain has never been subject to a design process, but instead has simply evolved under a loose, and arguably inexistent, strategic management framework. This is largely due to the importance of the supply chain not being understood, prioritised and/or contextualised.

Growth and retention of the player base is a critical success measure and one of the most important factors driving growth and retention is customer service and satisfaction. Customer satisfaction is highly dependent on the supply chain and the performance of our supply chain influences customer perception of the West Riding FA and the FA. The customer will be our primary focus when reviewing the supply chain strategy, investment principles and performance management framework.

CURRENT OPERATING MODEL



PRIORITISE ACTIVITIES THAT AFFECT THE PLAYER (EITHER DIRECTLY OR INDIRECTLY)

INCENTIVISE BEHAVIOUR TO CREATE ALIGNMENT AND MAXIMISE SUCCESS

WILLINGNESS AND ABILITY OF STRATEGIC PARTNERS TO DELIVER

The following areas were identified as performance issues with the current supply chain:

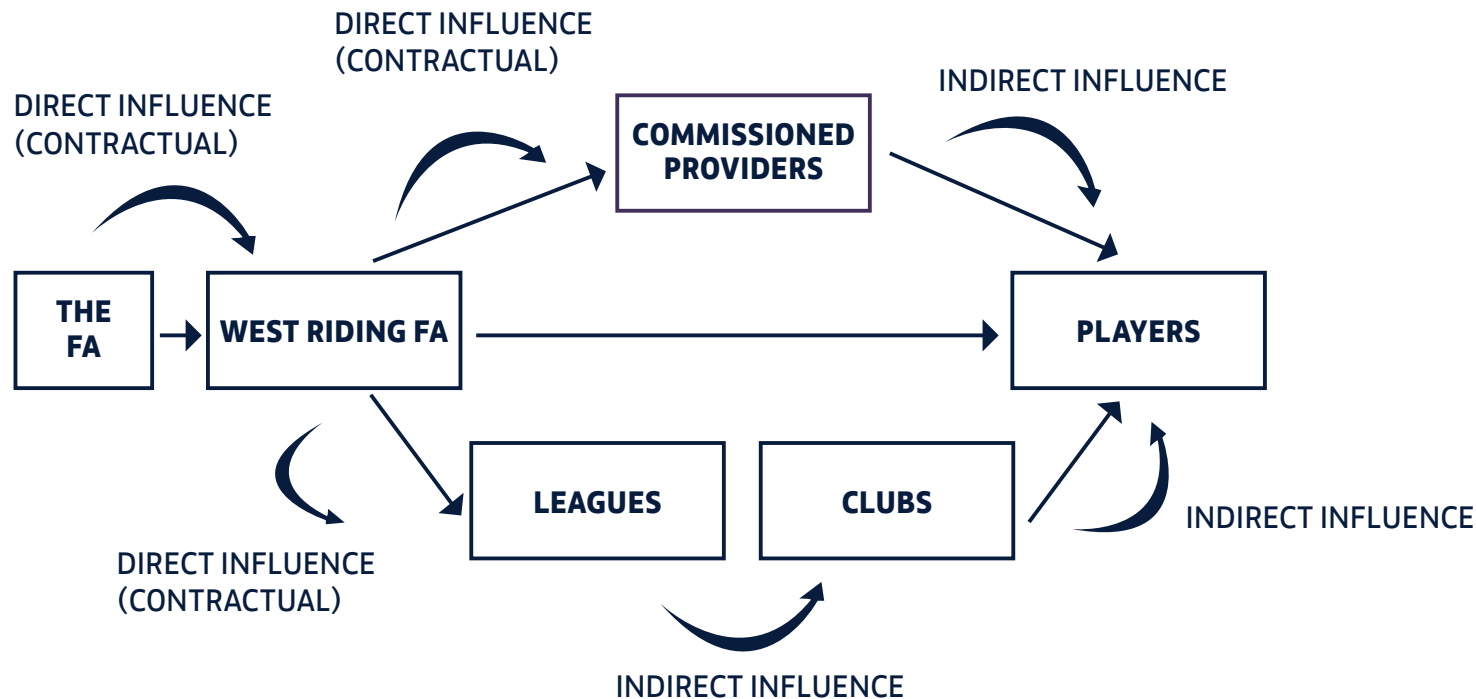
- Slow time to implement or no desire to implement new initiatives
- Archaic practices and processes
- Delays in response to requests
- Poor delivery and product performance

1. Create closer alignment - between supply chain and general business strategies so that the supply chain is no longer considered an independent operating function.

2. Create a Supply Chain Strategy - Align the strategy with the business strategy and formalise the interdependencies that exist between the business and the operational units and incentive behaviours using a transparent, outcome focused 'service agreement'.

3. Review the Supply Chain design - Identify opportunities, threats and weaknesses in the individual functional operational units using a 'cost to serve' analysis and either a) retain these units and optimise the process b) identify opportunities to create alternative units and/or c) reduce the 'distance' between the end user (player) and the West Riding FA.

REVISED OPERATING MODEL



STRATEGIC OBJECTIVES

West Riding FA 2018-2021 encapsulates the challenges and opportunities within the current football landscape and professional operating environment and reflects the key principles of the FA 2018-2021 National Game Strategy Framework. It also captures the recommendations of Sport England: A Code for Governance and Sport England – Active Nation.

West Riding FA 2018-2021 is built on the 'Taster/back to - Recreation - Participation - Competitive Football' continuum which recognises a continuous pathway and the interdependencies in both directions between recreation and competitive football. It centres on harnessing the synergies that exist across the continuum and builds collaboration between entry level activities and competitive football structures.

FOOTBALL PARTICIPATION CONTINUUM



TASTER/'BACK TO'



RECREATION



PARTICIPATION



COMPETITIVE

The strategic plan harnesses the importance of fostering strategic partnerships within the professional and voluntary sector in addressing current challenges including social and environmental issues, changing demographics, pressures on our education and health systems, the increasing cost of developing and maintaining facilities, the demand for use of modern technology and above all meeting the needs and wants of our existing and potential participants.

These objectives will be supported by a strategic support platform which includes long term infrastructure, annual operational plans; communication and marketing strategies; and ongoing stakeholder engagement and understanding.



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

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

SWOT ANALYSIS

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> • League Criteria Framework (SWOT) and 'Active Teams' tracker developed and integrated into the geographical FDO Team Work Programmes • All staff fully converse with WGS Player registration and able to provide one to one support to all sanctioned competitions and clubs • 82% Youth leagues and 45% Adult leagues have voluntarily signed up to Player Registration via the WGS • The number of teams participating in flexible recreational football has grown by 65% in the last 3 years 	<ul style="list-style-type: none"> • Lack of understanding on the motives and behaviours of players and teams • No established relationship with individual players • Last in the communication chain when teams/players drop out • No consistent reciprocal relationship with FE/HE • Closure of @Futsal Leeds • Staff prioritising administration tasks above recruitment, transition and retention tactics • Lack of administration support to the FD Team • Inconsistent and absent data on the number of 'unique' players participating across all facets of football (i.e. double counting) • Lack of unified process underpinning the membership of new entities (clubs, leagues, competitions)
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> • Retain all existing Wildcats Centres using a regular QA programme and CPD process funded using Wildcats funding • A 'waiting list' of potential new Wildcats Centres has been developed allowing for greater lead in time to prepare centres (Marketing and Communications, Player Recruitment, Coach Education) prior to launch • Forge a symbiotic relationship with Small Sided providers to register players and transition players in and out of the traditional game • Better understand the breadth of strategic partners that can support the growth in recreational football for all players and develop individualised delivery plans with each partner • Single Participant View enables all facets of football to contribute to the national KPIs • Commercialise the relationship (Service Agreement) with the Professional Club Foundations to deliver Player Registration (affiliated and SPV), Just Play and wider joint responsibilities / outcomes for disability football • Commercialise the relationship (via a Service Agreement) with all strategic partners (listed on page X) 	<ul style="list-style-type: none"> • No reciprocal relationship with Commercial Small Sided providers • Criteria governing affiliated Disability participation precludes some disabilities and/or disability organisations • Criteria governing 'regular participation' in disability football (16 sessions over 12 months) is high and precludes some disabilities and/or disability organisations • A high target of Wildcats Centres (189) could lead to resource being targeted to centres above the affiliated game • Staff being of the mind-set that 'recreational football' sits with one officer and is limited to West Riding FA Community leagues. • Reduced income from affiliated football if players transition to the 'turn up and play' recreational sector • Reduced control over disciplinary matters in the recreational/'turn up and play' sector • Lack of relationship with the education sector • Cessation of Skills Programme

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

SWOT ANALYSIS

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> • League Criteria Framework and 'Active Teams' tracker developed and integrated into the geographical FDO Team Work Programmes • League 'trigger process' unites West Riding FA, leagues and teams to provide timely transition opportunities into Community Recreational Leagues (reduces drop out) • 93% Youth and 51% Adult Charter Standard coverage baseline • Club affiliation managed by the whole staffing team through dedicated named staff per club. This improves data integrity and ensure all staff are fully conversant with WGS • Positive feedback from Safeguarding SOS assessors and in principle pass achieved 	<ul style="list-style-type: none"> • Last in the communication chain when teams/players drop out • One size fits all approach to league development • Prioritise League development based on good relationships rather than a strategic impact on KPIs • Lack of bespoke incentives offered to leagues • Limited understanding of the behavioural drivers of League Committee members • Observe the transitional linear CFA – League – club model. Limited understanding or experience in commissioning model alternatives • Lack of understanding • RESPECT programme viewed as a 'flash in the pan' initiative that has lost momentum
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> • SWOT will provide a tailored support and intervention action plan for each league • Incentivise behaviours in the supply chain • Action Plan will enable resource to be allocated on a 'cost to serve' basis underpinned by the service provided to players • Use of technology (Match App, WGS) via nominated leads in clubs • Safeguarding visits allow for the delivery of a number of initiatives and the engagement of the whole West Riding workforce <ul style="list-style-type: none"> - CYP Consultation - Risk Assessments - Workforce Development • Deliver a targeted 'club and leagues structures' programme that delivers a need led intervention based on individual club need rather than a global assumption 	<ul style="list-style-type: none"> • Board and Council members are members of traditional leagues and adopting the 'revised model' could alienate staff from the corporate governance structure • The business proposition not being communicated effectively may alienate smaller clubs who give a lower ROI but expect the same level of support / investment • RESPECT programme has lost traction and is viewed as a gimmick. The tactics for Y2 may be difficult to embed in clubs and leagues • An over emphasis on performance/compliance frameworks could alienate volunteers who view West Riding FA as a compliance organisation

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

SWOT ANALYSIS

STRENGTHS

- The League Framework includes Player Registration as a success criteria and funding to each league will rely on leagues adopting player registration
- 33% compliance despite it being voluntary
- Technology lead is fully conversant with Player Registration and has trained all staff in use of the system

WEAKNESSES

- Lack of tangible incentives to guide behaviours towards adopting player registration

OPPORTUNITIES

- Single Participant View will enable the West Riding FA to understand how many unique players are participating. How many players double up in the affiliated game and recreational game, and how many are exclusive. The system will also enable the CFA to track movement between the affiliated game and recreational game
- Freshdesk will enable Player Registration queries to be dealt with by all team members, particularly during peak times in the season

THREATS

- Player Registration being seen as a 'Football Services' workflow
- Poor strategic relationships could result in the West Riding not being aware of recreational opportunities that attract players on a regular basis but that sit outside of SPV and the affiliated game



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

SWOT ANALYSIS

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> • Broad CPD Programme to engage all levels of coaches • Positive feedback on attendees about the quality of CPD provided • Active use of Hive to harvest online communities • Course programme is data driven using CRM data on coaches per team • All coach education venues fully risk assessed using the updated safeguarding risk assessment and minimum operating criteria produced for coach education venues ensuring that all venues deliver a positive learning experience 	<ul style="list-style-type: none"> • CPD programme engages only 5% of the relevant population (i.e. qualified coaches) • Lack of tailored and targeted support to individuals with 'Special Characteristics' (BAME, Female, Disability, LGBT) • The relationship and synergy between the West Riding FA and the PE School Sport Officers is non existent
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> • More targeted approach to Coach Education / Referee Development • Develop tailored support packages for 'other workforce' (Secretary, Treasurer, Chairman) focusing on WGS/ Full Time • All coaches are known and listed on CRM allowing for an enhanced consultation and marketing exercise to inform a CPD programme designed to engage more coaches at all levels • Affiliation provides an opportunity for the coach data on CRM to be cleansed and for candidates to be solicited to attend courses • FDO (W&G) and FDO (Inclusion) to work in partnership with Workforce FDO and RDO team to deliver on BAME female KPIs • The Stakeholder relationship objectives will forge new relationships and uncover a pipeline of new candidates to attend courses • Engaging with the PE School Sport Officers will help delivery across a number of KPIS, <ul style="list-style-type: none"> - Participation – Entry Level Activities - Consultation with CYP - Workforce Development – Teachers on courses - Transition into affiliated/ recreational game - Wildcats recruitment 	<ul style="list-style-type: none"> • FA Education – Performance issues with online systems (LMS) • BAME Coach and BAME Refs targets are based on % of the relevant demographic rather than actual base line numbers • Lack of succession planning in clubs and leagues resulting in structures becoming unstable when volunteers step down • Reduced revenue due to additional bursaries / discounts offered as incentives to attract females, disabled and BAME participants • CCP's work programme maximised and demand for in situ visits and CPD exceeds the contracted contact time • Targets for BAME and Females on UEFA B could lead to the CCD/West Riding FA compromising the entry criteria and disregarding promising coaches in favour of meeting targets • The success of the BAME and Female targets are reliant on the quality of our relationship with the supply chain (i.e. faith groups, community groups, women's league)

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

SWOT ANALYSIS

STRENGTHS

- £23m invested in facility projects
- Dedicated Investment and Facilities Officer at West Riding FA
- Good relationship with Football Foundation Engagement Manager and Player Pitch Advisor (PPA)
- High demand for playing pitch improvement programme – culture shift in clubs prioritising grass pitch improvement
- Success equipment

WEAKNESSES

- Current facilities are not fit for purpose and do not meet demand
- Data contained in CRM is inaccurate or absent
- Lack of appreciation across the executive structure of the importance of facility mapping information
- Lack of partnership funding outdated marketing and communications underpinning new schemes

OPPORTUNITIES

- Additional investment from the FF and FA to improve grass pitches
- FF open to reducing partnership funding % to as little as £0 for priority project
- All Local Authorities are engaged in the LFFPS project
- Equipment Banks – solicit opportunities to host equipment banks within established club networks

THREATS

- 83% of football is played on school and local authority sites. Access has been reduced and maintenance budgets diverted.
- Demand exceeds our ability to supply – Time allocated by PPA and ability of Investment and Facilities Manager to service new projects and M&E exiting projects



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

SWOT ANALYSIS

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> • 2 x INEDs on the Board • Portfolio of assets to generate commercial income – 3G/Function Suite/ Licenced Bar • Newly appointed Marketing Officer (shared service with East Riding FA) provides consistency of message across neighbouring CFAs, avoids duplication and improves efficiencies for both CFAs • The Board are provided with Marketing and Comms analytics and KPIs are in place to govern website and social media work • Freshdesk has been recently introduced 	<ul style="list-style-type: none"> • 55% of turnover relates to staffing costs • 60% of income relates to FA central grant funding • 38% compliance with the Sport England – Code of Governance • Bureaucratic processes within the corporate governance structure (Council + District FAs) that are disparate to the Business Strategy • No core customer intelligence mapping/data centre - Functional Units of the business operating in silo, causing repetition and inefficiencies internally and resulting in frustration with end users • The role of the IAG is undefined and the outcomes to date have been limited • No defined commercial strategy to reduce the reliance on central FA funding • Disregard for optimising commercial revenue streams amongst staff. Staff misunderstand the 'not for profit' status of the company • A number of Key Stakeholders that were rated a 5 (relationship non-existent). Delivery of 'quick wins' prioritised over long term relationship development and management • No regular training provided for operational Finance Officer • No Marketing and Communications Strategy, Business Network Plan or local media plan in place • No Customer Service Improvement Plan in place • No formalised continuous consultation/ feedback loops in place
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> • Achievement of the Equality Preliminary Standard • Potential re-location / reasonable adjustment financial compensation package from HS2 • Contracted Commercial Delivery Plan based on income (via assets/sponsorship), brand awareness and customer insight/engagement • Staffing headcount freeze will retain the current workforce expenditure (salary/NI/ pension) • All future roles will be subject to a commissioned feasibility analysis prior to recruitment (i.e. project bound tenders) • The executive tasked with building relationships with all key stakeholders in their geographical 'patch' • Open additional current accounts to bring balance to under 75K per account • Introduction of Xero will support the Operational Finance Officer to develop a conception understanding of the system. This will improve confidence, efficiency and self esteem • Undertake a GVA assessment and plan how to use the score to leverage relationships with strategic partners • Introduce NET Promoter 	<ul style="list-style-type: none"> • The Equality Standard being perceived and accepted as a statutory requirement and not being embedded across the business • HS2 plans to reduce access to the West Riding FA HQ • Only one current account with over £400K balance • Newly appointed Football Services Manager and Football Services Officers with 5 months experience respectively • Aging Council and limited number of Independent Disciplinary Members, Chairman and LFADP members • Risk of appeals as Chairman likely to struggle in providing credible written reasons for charges

RESEARCH AND INSIGHT – 'Know our patch'



OUTSOURCED DESKTOP INSIGHT SERVICE

*Continuous Feedback
Loops*

Behavioural led insight

INCENTIVE ANALYSIS

Google Analytics

CRM Training + Induction

TWITTER ANALYTICS

Monthly Insight Report

MARKETING AND COMMUNICATIONS



GDPR

Branding Guidelines

Analytics

Marketing Calendar

Awareness/Celebration weeks

OUTSOURCED DIGITAL DESIGN SERVICE

COMMUNICATION STRATEGY

Local Media Strategy

Business Plan Promotion

COMMERCIAL



GVA

Commercial Strategy

B2B Networking

SERVICE TEMPLATE

Income Diversification Strategy

ASSET RENOVATION

Positioning Statement

Muckle – Contract of service

*Outsourced Commercial
Income Plan*

CUSTOMER SERVICE



FRESHDESK

Annual Grassroots Survey

NET PROMOTER SCORE

Continuous Feedback Loops

Values based outsourcing framework

CUSTOMER EXCELLENCE TRAINING FOR BOARD/COUNCIL

INCLUSION



EQUALITY STANDARD IAG Action Plan

Sport England – Code of Governance

RELIGIOUS OBSERVANCE AND
CELEBRATION

DEVOLVED EDUCATION AND AWARENESS
Community Engagement

Diversity Monitoring Declaration
Integrated Marketing MOS

COACHING KPIS

REFEREE KPIS

Player KPIS

SAFEGUARDING



KIDZONE WEBPAGE

Child Friendly Resources

Reporting/Investigation/Action

EMPLOYEE SUPPORT PROGRAMME

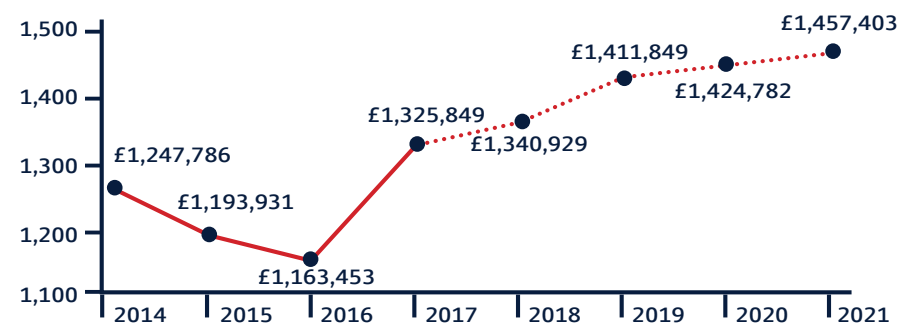
Safeguarding
Operating Standard

Children and Young People Consultation

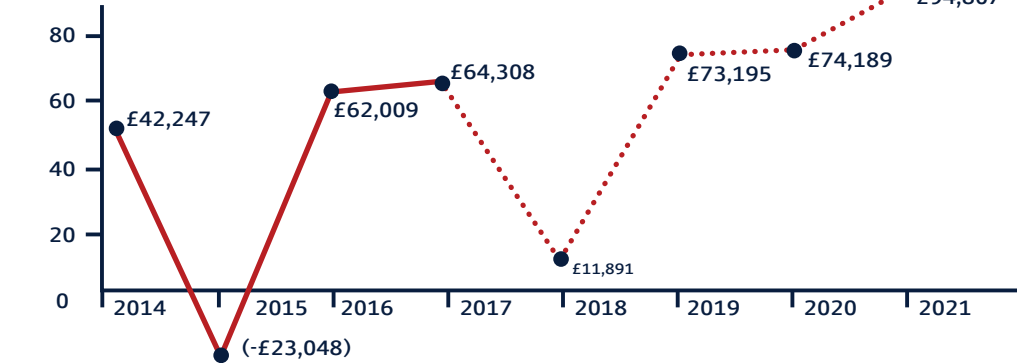
FINANCE

FULL FINANCIAL FORECAST PROVIDED IN APPENDIX A

TURNOVER £ 000'S

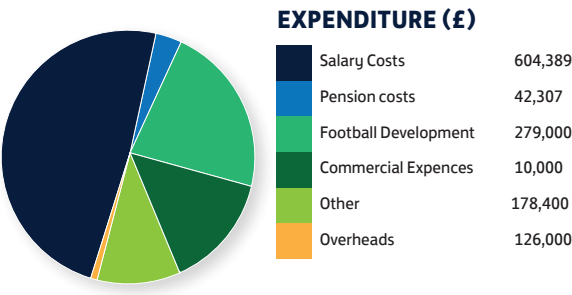
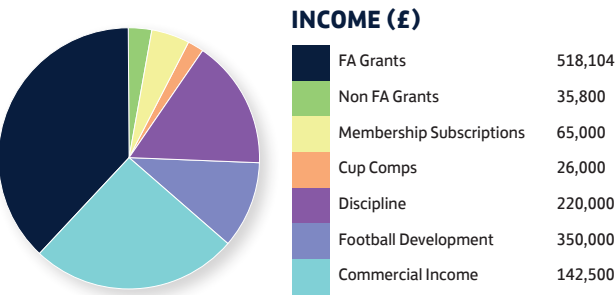


SURPLUS £ 000'S



2021 INCOME AND EXPENDITURE

NON FA INCOME	
GRANTS	
FOOTBALL FOUNDATION / EXTERNAL FUNDERS	
MEMBERSHIP SUBSCRIPTIONS	
AFFILIATION FEES	
LEAGUE/COMPETITION SANCTIONS FEES	
CUP COMPETITIONS ENTRY FEES	
REFEREE REGISTRATION FEES	
DISCIPLINE CHARGES	
COMMUNITY LEAGUES	
WORKFORCE DEVELOPMENT COURSES	
COMMERCIAL	
SPONSORSHIP	
ROOMS AND BAR HIRE	
PITCH HIRE	
OTHER HIRE AGREEMENTS	



COMMERCIAL INCOME				
	2021	2020	2019	2018
3G pitch	£85,000	£80,000	£75,000	£61,000
Sponsorship	£30,000	£30,000	£30,000	£15,000
Room Hire	£8,500	£8,000	£7,500	£5,400
Licenced Bar	£13,000	£13,000	£12,000	£9,000
Hire agreements	£6,000	£6,000	£6,000	£6,000
	£142,500	£137,000	£130,500	£96,400

STAFFING COSTS AS A % OF TOTAL INCOME
37%
NEVER HIGHER THAN
45%

FA
GRANTS
40%
OF TOTAL INCOME
TO REDUCE TO
36%

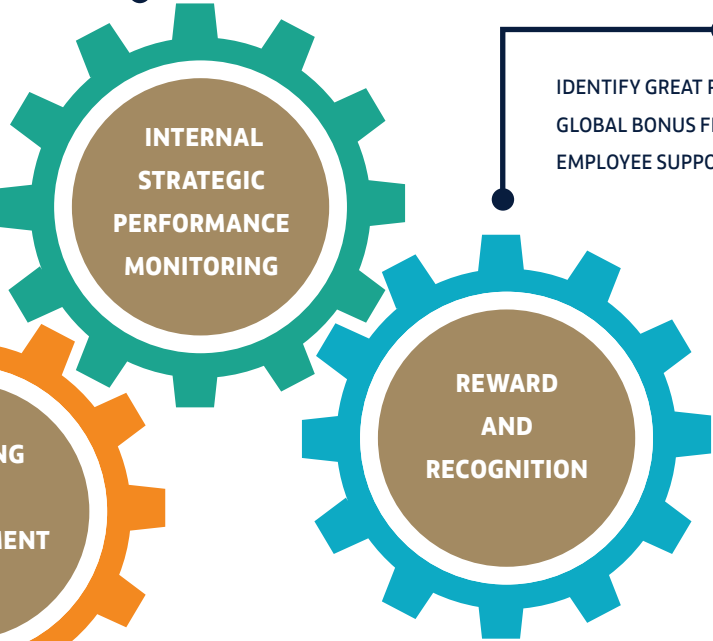
NON FA
GRANTS
TO INCREASE TO
58% OF
TOTAL INCOME

PERFORMANCE MANAGEMENT

MONTHLY 1:1 MEETINGS BETWEEN LINE MANAGER AND STAFF MEMBER – RECORDED ON PEOPLE HR
QUARTERLY 1:1 MEETINGS BETWEEN LINE MANAGER AND STAFF MEMBER – RECORDED ON PEOPLE HR
ANNUAL APPRAISAL MEETING BETWEEN LINE MANAGER AND STAFF MEMBER – RECORDED ON PEOPLE HR
ALL MEETINGS FOCUSED ON DELIVERY AGAINST OBJECTIVES LISTED IN SMARTSHEET – SMARTSHEET UPDATED ON A MONTHLY BASIS AND COMPLETION OF OBJECTIVES RECORDED
PERFORMANCE IMPROVEMENT PLANS PUT IN PLACE WHERE NECESSARY

MONTHLY BOARD DASHBOARD OF KEY DELIVERY METRICS UPDATED BY LEAD OFFICER(S)
BALANCE SCORECARD DEVELOPED INCLUDING 23 KPIS
SMT TO PRESENT PROGRESS REPORT TO THE BOARD ON A BI-MONTHLY BASIS

IDENTIFY GREAT PERFORMANCE
GLOBAL BONUS FRAMEWORK ESTABLISHED
EMPLOYEE SUPPORT PROGRAMME



UPDATED JOB ROLE PROFILES
CLEAR KPI ASSIGNMENT AND ACCOUNTABILITIES
EMBED VISON AND VALUES ACROSS ALL WORK PROGRAMMES, OUTSOURCED AGREEMENTS AND BEHAVIOURS
INDIVIDUALISED WORK PROGRAMMES
SET CLEAR, DOCUMENTED EXPECTATIONS AND ACCOUNTABILITIES
ESTABLISH DOCUMENTED BAU PROCESSES TO ENSURE CONSISTENCY OF DELIVERY

SKILLS GAP ANALYSIS (STAFF AND BOARD)
INDIVIDUALISED TRAINING AND DEVELOPMENT PROGRAMME
SCHEDULED 'SHADOW' PROGRAMME WITH WIDER FOOTBALL NETWORK

RISK REGISTER

All risks listed below are considered risk to the achievement of all KPIs (1 – 23)

Area	Potential Risk	RAG	Mitigation Tactics	Completion
Supply Chain Management	Reduced sustainability following the end of service agreement*		Sustainability actions embedded into service agreements	Jan 2019
	Lack of experience in establishing , monitoring and maximising outsourced 'service agreements'		Muckle – Template Service Agreement Outsourcing Training for staff	Sept 2018
	Reliance of 3rd parties to deliver targets		3rd partners to meet selection criteria as a pre-requisite All agreements to be based on devolved pro-rata targets QA programme to underpin all outsourced delivery	Oct 2018
Finance and Investment	Insufficient funding to achieve outcomes		Scalable Investment Strategy Increase % of income derived from Commercial initiatives and/or non FA revenue grants.	July 2019
	Poor ROI on externally funded projects (Retain the Game)		All externally funded projects to be assigned 1:1 officer support	Sept 2019
	CCD delivering less courses and facility hire costs to rise		Establish 3 year fixed costs agreements with venues and use of FF 3G facilities Investigate the feasibility of contracting an additional CCD	Jan 2019
	Failure to achieve all FA KPIs		Performance Management Framework based on KPI delivery. FA to be updated monthly on any issues or concerns	July 2018
	HS2 line to intersect West Riding HQ		Ongoing consultation with HS2 and building valuation to be updated	Sept 2019
	Lack of Commercial expertise		Individualised KPIs for Stadium Facilities Staff Outsourced Commercial Plan based on income targets Commercial INED appointed	July 2019
Stakeholders + Insight	Lack of or weak relationship with strategic partners to enable the 'revised' supply chain*		Clarity of roles and responsibilities in each relationship and formal contract in place where possible	July 2019
	Failure to maintain/forgo relationships with stakeholders		Maintain good, pro-active relationships with all relevant stakeholders Map stakeholders per LA and assign relationship management to individual staff	Sept 2019
	Failure to play a part with professional 'non-football' organisations Customers seeing the business as exclusively KPI focused		Strong Mar Coms Plan celebrating successful partnerships Regular, scheduled dialogue with local government and strategic alliances	July 2019
	Technology lead (also FDO) resigns or becomes an exclusive Insight Officer		Training for all staff on online systems Intelligence gathering using desktop research and focus group consultation Central 'insight and intelligence' hub created	Dec 2018
	Perceived conflict and/or discourse between functional outputs (Football Development and Football Services)		Transparency in roles and responsibilities of all departments	Feb 2019
Compliance	Staff not adjusting to the Operating model for CFAs – greater emphasis on T&C		Business Process Management Monthly documented review of progress against KPIs	July 2019
	Failure to meet Safeguarding SOS		Bespoke Board Dashboard for Safeguarding SOS to allow monthly monitoring	July 2018
	Failure to meet the standards of GDPR		GDPR training and ongoing reminders	Dec 2018
	GDPR resulting in less direct marketing to potential participants		Market segmentation to ensure participants only receive relevant marketing	

APPENDIX A

	2021	2020	2019	2018	2017	2016	2015	2014
INCOME								
FA GRANTS	£498,104	£495,983	£514,550	£473,682	£521,434	£551,781	£542,245	£619,195
NON FA GRANTS	£35,800	£35,800	£35,800	£38,315	£31,059	£4,208	£4,998	£5,473
RULE 8E	£20,000	£20,000	£20,000	£20,000	£21,968	£20,058	£20,578	£19,575
CLUB AFFILIATIONS	£45,000	£45,000	£45,000	£48,570	£54,270	£57,885	£62,210	£57,556
CUP COMPS	£26,000	£26,000	£26,000	£26,133	£28,892	£30,661	£30,402	£29,726
REF REG'NS	£20,000	£20,000	£20,000	£21,000	£19,710	£18,597	£21,016	£25,197
DISCIPLINE	£220,000	£220,000	£220,000	£220,000	£224,653	£243,203	£197,056	£232,258
FOOTBALL DEV	£350,000	£325,000	£300,000	£294,004	£261,525	£205,712	£282,284	£214,863
INSURANCE	£100,000	£100,000	£100,000	£102,825	£101,282	£14,364	£14,723	£17,948
COMMERCIAL INCOME	£142,500	£137,000	£130,500	£96,400	£61,056	£16,984	£18,419	£25,995
TOTAL INCOME	£1,457,404	£1,424,783	£1,411,850	£1,340,929	£1,325,849	£1,163,453	£1,193,931	£1,247,786
EXPENDITURE								
SALARY COSTS EXCL PENSIONS	£604,389	£598,405	£592,480	£586,614	£486,416	£539,069	£570,126	£568,481
PENSION COSTS	£42,307	£41,888	£41,474	£37,237	£33,226	£39,530	£36,900	£36,403
CUP COMPS	£7,500	£7,500	£7,500	£7,400	£11,065	£13,278	£15,805	£10,777
FOOTBALL DEV	£279,000	£277,000	£275,000	£273,974	£247,878	£217,440	£287,661	£266,365
COMMERCIAL EXPS	£10,000	£10,000	£10,000	£10,000	£7,294	£4,965	£4,605	£0
RENT, RATES & WATER	£42,000	£42,000	£42,000	£42,000	£66,711	£6,734	£7,069	£6,506
HEAT, LIGHT & POWER	£26,000	£24,000	£22,000	£20,400	£25,984	£18,452	£27,332	£27,794
TELEPHONES	£13,000	£12,500	£12,000	£11,400	£12,874	£9,504	£10,176	£10,072
PROP REPAIRS	£10,000	£10,000	£10,000	£29,400	£48,346	£49,819	£65,634	£74,543
PRINTING & STATIONERY	£10,000	£10,000	£10,000	£8,900	£10,147	£11,434	£12,354	£15,572
POSTAGE	£1,000	£1,000	£1,000	£600	£1,045	£7,278	£14,031	£17,359
TRAVEL EXPS	£25,000	£25,000	£25,000	£25,600	£25,198	£25,258	£26,788	£28,316
LEGAL & PROF	£6,000	£6,000	£6,000	£5,400	£7,466	£12,621	£3,267	£6,512
INSURANCE - FOOTBALL RELATED	£100,000	£100,000	£100,000	£102,825	£100,365	£12,334	£12,597	£13,702
INSURANCE - OTHER	£7,500	£7,000	£6,500	£6,000	£6,796	£7,051	£7,346	£6,530
ACCOUNTANCY	£14,400	£14,400	£14,400	£14,400	£12,250	£12,200	£11,750	£12,250
AUDIT	£4,500	£4,400	£4,300	£4,200	£4,145	£4,045	£3,950	£4,800
BANK CHARGES	£6,000	£6,000	£6,000	£6,000	£6,147	£3,992	£4,546	£4,335
DEP'N	£89,000	£89,000	£89,000	£74,140	£85,083	£63,938	£54,328	£55,927
REP TEAMS	£15,000	£14,500	£14,000	£13,500	£11,461	£3,995	£7,656	£7,144
SUNDRY EXPS	£20,000	£20,000	£20,000	£19,048	£21,644	£38,507	£33,058	£32,151
PROV'NS	£30,000	£30,000	£30,000	£30,000	£30,000	£0	£0	£0
TOTAL EXPENDITURE	£1,362,596	£1,350,593	£1,338,654	£1,329,038	£1,261,541	£1,101,444	£1,216,979	£1,205,539
TOTAL SURPLUS/(DEFICIT)	£94,807	£74,189	£73,196	£11,891	£64,308	£62,009	(23,048)	£42,247

PARTNERS

PARTICIPATION

3G FACILITY PROVIDERS (FA REGISTER)

Lightcliffe Academy
Batley Sports & Tennis Centre
Beckfoot & Hazelbeck Trust
Beech Hill School
Bell Vue Girls School
Ben Rydding Sports Club
Calderdale College
Canalside Training Ground
Carnegie Sports Centre
Castleford Academy
Harrogate Town FC
De Lacy Academy
Kettlethorpe High School
Leeds Road Sports Complex
Leeds Trinity University
Marley Activities & Coaching Centre
Middleton Leisure Centre
Rossett School
Rothwell FC
Sandylands Sports Centre
Sherburn High School
Southfield Grange Trust (Full Size)
St John Fisher Catholic High School
St John Fisher Catholic Voluntary Academy
St Marys Catholic Academy Menston
Thornton Recreation Centre
Trinity Academy
University Academy Keighley
University of Bradford
Weetwood Sports Park (University of Leeds)
West Riding CFA HQ
West Selby Miners Welfare
Woodhouse Grove School
Woodkirk Academy

PRIVATE PROVIDERS

Kirklees Active Leisure
Diddikicks
StrikerTots
Enjoy-a Ball
Mini Me Time
Catalan Academy
Footiebugs
Tots FC (Little Sports) Coaching
Football Kings
Little Kickers
Kings Camps
Yorkshire Elite FC
Unita FC
Soccer Star Coaching
Futebol de Salado
Pro Skills
Kevin Donovan Soccer Schools
LED Sports
780 Coaching

REFEREES REGISTERED - 1,005

Bradford - 107
Leeds - 171
Harrogate - 56
Halifax - 82
Huddersfield - 79
Wakefield - 58
Wharfedale - 55
Craven - 22
Heavy Woollen - 153
Keighley - 36
Goole and Thorne - 56
Barkston Ash - 80
Castleford - 50

PROFESSIONAL CLUBS

Leeds United
Huddersfield Town FC
Bradford City FC

COMMUNITY FOUNDATIONS

Leeds United Foundation
Huddersfield Town FC Foundation
Bradford City FC Community Foundation

DAYCARE CENTRES (DISABILITY)

Affinity Trust
Aireborough Centre
Bramley (Manor House)
Hamara Healthy Living Centre
Hillside House
Holmsley Green
LD John Charles
Leep 1
Middleton Family Centre
Morley Day Centre (Alexander)
People Matters
Potternewton Day Centre
Ramshead Wood Day Centre
Rothwell Fulfilling Lives
The Bridge Care Centre
Drury Lane Health and Wellbeing Centre

GOVERNANCE

LOCAL AUTHORITIES (POPULATION)

Leeds (781,700)
Calderdale (209,800)
Kirklees (437,000)
Harrogate (156,300)
Wakefield (336,800)
Bradford (534,300)
Selby (14,731)
Craven (56,300)

CLUBS

Bradford FA (209)
Leeds FA (268)
Harrogate FA (66)
Halifax FA (106)
Huddersfield FA (107)
Wakefield FA (91)
Wharfedale FA (51)
Craven FA (43)
Heavy Woollen FA (125)
Keighley FA (41)
Goole and Thorne FA (55)
Barkston Ash FA (76)
Castleford FA (68)

LEAGUES (TEAMS)

Craven Aire and Wharfe Junior (385)
Charles Rice (147)
Harrogate and District Boys (183)
Harrogate and District Girls (26)
Nidderdale Mini Soccer (12)
Harrogate and Wharfedale Friendly (25)
Selby Junior League (266)
Huddersfield District Junior (863)
Garforth Junior (547)
West Riding Girls (187)
U18 Combination (14)
Bradford Sunday Alliance (63)
County Am League (24)
Halifax and District (40)
Halifax Sunday (22)
Craven and District (43)
Wakefield and District (40)
Wakefield Sunday (37)
Harrogate and District (27)
Huddersfield and District (93)
Heavy Woollen Sunday (29)
Yorkshire Am (84)
Leeds Combination (64)
Wharfedale Triangle (20)
West Yorkshire (74)
Yorkshire Christian (20)
WRCFA U21 (37)
WRCFA VETS
WRCFA Womens (33)

INCLUSION GROUPS

Al-Agar Foundation
Madina Masjid
Sikh Sport
Shapla
Kumon Y'all
Refugee Council
Yorkshire St Pauli

DISTRICT FA + REFEREES ASSOCIATIONS

Bradford FA
Leeds FA
Harrogate FA
Halifax FA
Huddersfield FA
Wakefield FA
Wharfedale FA
Craven FA
Heavy Woollen FA
Keighley FA
Goole and Thorne FA
Barkston Ash FA
Castleford FA

NLS CLUBS (STEPS 1-6)

Pontefract Collieries
Liversedge
Albion Sports
Thackley
Harrogate Railway
Knaresborough Town
Yorkshire Amateur
Eccleshill United
Guiselley
FC Halifax Town
Bradford Park Avenue
Harrogate Town
Farsley Celtic
Brighouse Town
Ossett United
Tadcaster Albion

OTHER

FA
Football Foundation
West Yorkshire Schools FA
Schools Games Officers
Sport England
UK Coaching
County Coach Developer
Coaching Affiliate Tutors (31)
Referee Affiliate Tutors (8)
Coach Mentors (14)
Kick it Out
NHS
Public Health
Sportsguard
Vesey UK
Koolpak



FOR ALL



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