

West Riding County Football Association Ltd

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Chief Executive Officer: Hannah Simpson



APRIL 2012

Dear Sir / Madam

In accordance with Article 12 of the West Riding County Football Association Ltd, notice is hereby given that this One Hundred and Sixteenth Annual General Meeting of the Association will be held at West Riding County FA Ltd., Fleet Lane, Woodlesford, Leeds on Tuesday 8th May 2012 at 7pm

Yours faithfully

H Simpson
Chief Executive

AGENDA

1. To confirm the minutes of the Annual General Meeting held on Tuesday 10th May 2011
2. * To receive the Annual Report for 2011
3. * To receive and adopt the Statement of Accounts and Auditors Report for the year 1st January 2011 to 31st December 2011
4. To elect Auditors for 2012

Please note - Amendments to the Articles of the Association will be approved at an Extraordinary General Meeting on Tuesday 22nd May 2012 at West Riding County FA Ltd., Fleet Lane, Woodlesford, Leeds at 7pm.

* Copies of the Statement of Accounts / Auditors Report and Annual Report for 2011 are available upon request or will be available for attendees at the Annual General Meeting.

1. Chief Executive Officer Report

It gives me great pleasure to present my first Report as Chief Executive of the Association. Having only arrived in January 2012, I thank the staff and Council members who have contributed to the content of this 2011 report.

Historically this Association like other County Football Associations' functioned to provide governance administration support in the form of Sanctions and Regulations and discipline to its affiliated members. Whilst this area still remains an integral part of the Association's role, the inception of the Football Development Strategy and more recently the FA National Game Strategy (2008 – 2015) has resulted in growth of our internal workforce and subsequently an expansion in the range of services we are able to provide to our affiliated members both in terms of development and after care.

The Football Association continues to be our primary source of income. The level of funding allocated to the Association is calculated using the FA funding formula that considers geographical size of the County and number of affiliated teams. The current funding agreement is confirmed until July 30th 2014 provided the Association remains committed to delivering the strategic aims, vision and key priorities of the National Game Strategy (2012 – 15). This is evidenced through the submission of an annual County Plan (July 1st – June 30th).

The challenges contained within the NGS form an integral part of the 13 Key Performance Indicators (KPI's) detailed in the County Plan. In being proactive in addressing these challenges, we have achieved above National targets for the majority of those KPI's.

1.1 Key performance indicators

Growth & Retention (number of teams)

- mini-soccer teams
- youth male teams
- youth female teams
- adult male 11-a-side teams
- adult female 11-a-side teams
- male disability teams
- female disability teams

Raising Standards

- % of mini-soccer and youth teams in FA CS Clubs
- No of FA CS Community Clubs
- % of all adult and youth teams to playing in FA CS Leagues
- Operate a fair, consistent discipline

Better Players

- No of player opportunities within The FA Tesco Skills programme
- % of qualified coaches in youth teams

Workforce

- No of registered and active male referees (Level 0-8)
- No of registered and active female referees (Level 0-8)

The County Plan (2012-13) details the specific work we will be undertaking to modernise our approach to Customer Service in an attempt to form relationships, break down barriers and more importantly unite all parties in order to work in one direction for the benefit of football. I have attended most League Management Meetings and I extend my personal thanks for the hospitality afforded to me. Surprisingly not everyone agrees or conforms but never the less we do make every effort to reach a compromise within the boundaries of our responsibilities and jurisdiction.

As you are aware, West Riding County Football Association is a Limited Company that as with any other business strives to improve processes in recovering financial liabilities. The Board of Directors continues to provide strategic leadership to the business whilst remaining sympathetic to the challenges faced by volunteers within the game. The board is committed to identifying alternative income streams together with exploring opportunities to maximise financial efficiency in order reduce the reliance on discipline income and central funding from the Football Association.

We are extremely fortunate in having a supportive Chairman, President and Board of Directors whose focus in attempting to improve the staff's working environment and personal development should be congratulated.

I thank every member of my staff for their continued support and their contribution to this Season. Finally a special thanks to Sarah Wood for her contribution to the work of the Development Team. Sarah finishes at the WRCFA on 30th June 2012 after 5 years as a Football Development Officer.

Compiled by: Hannah Simpson Chief Executive Officer

2. Clubs Report

2.1 Conference North

Guiseley made the Conference North Play Off Final only to be beaten in the 90th minute 3-2 by AFC Telford United. They made the First Round Proper of the FA Cup but were beaten 5-0 at home to Crawley Town who went on to be promoted to the Football League at the end of the season. Crawley Town also reached the Quarter Finals of the FA Trophy, only to be beaten 1-0 at home to Luton Town.

2.2 EvoStik Divisions

2.2.1 Premier Div

FC Halifax Town were crowned champions and promoted to the Conference North, finishing 19 points clear of 2nd place.

Bradford Park Avenue were defeated by FC United of Manchester 2-0 in the Play Off Semi Finals after finishing 3rd in the league.

Ossett Town finished 21st and were relegated from the Premier Division to Division 1 (North)

2.2.2 Div 1 North

Ossett Albion finished 22nd and were initially relegated, but due to Enfield 1893 being denied promotion to the Isthmian League in the south of England, Ossett Albion were reprieved and retained their place in Division 1 (North).

Garforth Town and Wakefield had a quiet season, finishing safely in 13th and 16th position. Harrogate Railway finished 20th and retained their place in the league.

2.3 Northern Counties East

Farsley AFC were promoted as Champions to the EvoStik Division 1 (North). The remaining clubs within the NCEL had reasonable season, with none of our teams being in danger of relegation. Yorkshire Amateurs missed out on promotion to the Premier Division by 2 points.

Albion Sports from Bradford applied for nomination to the Northern Counties East League at the end of the season and were accepted by the competition, meaning they would play in Division One of the NCEL for season 2011-2012.

3. County Cup Competitions

3.1 Association Cup Winners

<u>Competition</u>	<u>Winners</u>	<u>Runners Up</u>
County Cup	Guiseley	Thackley
Challenge Cup	Bay Athletic	Otley Town
Challenge Trophy	Knaresborough Town Res	Beeston St Anthony's Res
Sunday Cup	West Bowling	Redoubt
Sunday Trophy	Pak Rangers	Yeadon Veterans
Veterans Cup	Harrogate Vets	Whetley Lane Vets
Womens Cup	Leeds United Ladies	Leeds City Vixens
Minor Cup	Huddersfield FA	Leeds FA
Junior Cup	Pannal Ash Jnrs	Kellingley Welfare Jnrs
Junior Trophy	Wigton Moor Jnrs	Wortley Jnrs
Junior Shield	Shadwell United	YMCA (Laund Hill) Jnrs
Girls Junior Cup	Batley Girls	Wigton Moor Girls
Girls Junior Trophy	Burley Trojans Girls	Wigton Morr Girls

We offer our congratulations to all the above and to those clubs who reached the semi-finals of the competitions. We trust they all enjoyed the experience of playing at the Fleet Lane and look forward to seeing them all again in the future.

The attendances at the various matches again enabled the respective Committee to distribute part of the net gate receipts to the participating teams.

Entries for the 2011/12 season were again at an encouraging level which showed the strong support for the County FA competitions.

We were delighted that we were able to play this prestigious final at Bradford City's Coral Windows Stadium and our sincere thanks go to Bradford City Football Club and our sponsors, the Co-operative for their generous sponsorship of the competition. The Co-operative agreed to continue their sponsorship of the County Cup Competition for season 2011/12 and we were pleased to announce that the Co-operative West Riding County Cup Final for 2011/12 would be played at Bradford City again.

Our congratulations went to those and to all clubs who won their various leagues / competitions or who were promoted. Commiserations go to those who were not as successful and it is hoped they experience better fortune in the future.

4. Disciplinary

One of the most exciting developments has been Member Services, which has provided Clubs and leagues with a real time facility to view their discipline, financial payments and club/league records. The continued roll out of the web based software "Full Time" by the Football Association means that Leagues now have a quality administration system for their fixtures. John Riordan has provided continues support to clubs and leagues in encouraging effective use of the system. It is fair to say that there are still some 'bugs' in the system; however I can assure you that John and I are working alongside the IT Department at the FA to ensure the potential of Member services is maximised for the benefit of our customers.

The following table shows the level of discipline that the County FA Governance Department has processed over the last two seasons (Season 2009/10 and 10/11). It is encouraging to see a reduction in the number of misconducts and standard charges in the adult game; however the number of cautions continues to rise.

Season 2009/10	Adult	Youth	Total
Cautions	13,258	570	13,828
Misconducts	652	31	683
Standard	2,141	119	2260
Season 2010/11			
Cautions	14049	583	14632
Misconducts	608	30	638
Standard	2204	114	2318
Difference 2009/10 + 2010/11	Diff	Diff	Diff
Cautions	791	13	804
Misconducts	-44	-1	0
Standard	-63	-5	58

Discipline in the Youth game remains fairly consistent and is comparatively lower than that received from the adult game. Whilst this is encouraging, the figures may not paint an entirely accurate picture as the majority of junior/youth games are officiated by unqualified referees. Furthermore, it is still disappointing to see the level of discipline attributed to spectators, parents and club officials within the youth game.

After a successful trial period throughout the country with selected Saturday and Sunday leagues, the introduction of Match-Based suspensions into grassroots adult football finally came into force at the beginning of this season. It is fair to say that there have been teething problems for clubs, leagues and the County office but on the whole, the new system has been well received by players and clubs alike and as time goes on will become more familiar to all involved. Further discussions have been taking place throughout the season at The Football Association with a view to extending this system to Youth football in the very near future.

The County is concerned that there has been an increase in on-field ill discipline and will be looking to work with clubs and leagues to address ways to improve the situation going forward.

5. National Game Strategy Delivery

Once again, the West Riding CFA Development Team can demonstrate successful delivery of the National Game Strategy Goals and Enablers in 2011. The key achievements within each area are identified below:

5.1 Growth and Retention (i.e. number of affiliated teams)

Our Aim: to develop new teams, retain existing teams and increase overall participation levels in football across the County

The affiliation process has matured across the 3 years of the strategy and is now a full service responsibility. The Football Association measures the CFA's performance within the Growth and Retention goal on the number of affiliated teams each season (as of the cut off date of Nov 1st). This demonstrates the importance of ensuring that all activity is affiliated across all categories of football.

Since the implementation of the FA's National Game Strategy in 2008, WRCFA has seen an increase in the total number of teams across most categories of football (+146 new teams across all forms of football – taking into the account the loss at Youth Female and Adult Male).

Category / Football Format	2007/08	2011/12	+/-
Mini Soccer Teams (U7-U10)	870	934	64
Youth Male Teams (U11-U18)	1187	1323	136
Youth Female Teams (U11-U18)	199	152	-47
Adult Male Teams (U19+)	1386	1293	-93
Adult Female Teams (U19+)	50	70	20
Disability Male Teams	1	64	63
Disability Female Teams	0	3	3
Total	3693	3839	146

In 2011, the following initiatives contributed towards the increased number of teams (identified in the table above) and in achieving our aims and objectives within Growth and Retention:

- New Leagues Developed - 2 x U21 Leagues (10 x teams), 1 x Vets League (8 x teams), FA Futsal Fives Leagues (6 x Adult Male Teams) WRCFA County 5's League (13x Teams)
- New Ability Counts Disability PAN Football League, Good Mood Mental Health League (Huddersfield) & Learning Difficulty League (Huddersfield) established
- 40x School Club Link Programmes delivered - 16x new teams created, with a focus on team retention for the remaining programmes
- 14 projects funded through the Football Foundation's 'Grow the Game Scheme' totalling £70,000 investment
- WRCFA Futsal squads attending Regional and National Youth Futsal Finals – Regional Finals hosted by WRCFA
- 9v9 football launched in 1 x Junior League (Craven, Aire & Wharfe)
- Improved affiliation / sanctioning process - Effective data capture + data cleansing programme being developed
- £3,000 External funding secured through Sport England's 'Sport Unlimited' and 'Sportivate' programmes to support key programmes

Comparisons are made between seasons to gauge growth and identify any trends in drop out of teams. This in turn influences the priorities of the Football Development Team.

5.2 Raising Standards

Our Aim: To improve the quality of the 'football experience' and tackle poor practice and behaviour across the County

The Development Team prioritised working with Leagues to become FA Charter Standard Leagues and with clubs to support them through the new Charter Standard Health Check Process. The key focus within this area for 2011 was to ensure quality as opposed to quantity in relation to the overall Charter Standard programme.

- 82% mini soccer / youth team are playing within FA Charter Standard Clubs
- 24 FA Charter Standard Community Clubs
- 9 FA Charter Standard Leagues
- Robust FA Charter Standard Health Check process implemented – over 400 clubs successfully completing the process and receiving a combined total of over £15,000 in Umbro Vouchers

Charter Standard Awards 2011

Club of the Year – Dewsbury Rangers

Development Club of the Year – Shipley

Community Club of the Year – Oakworth

Coach of the Year – Chris Hanley (Linthwaite)

Club of the League - West Yorkshire League

Outstanding Contribution of the Year–Sue Dennison (Rippon City)

Volunteer of the Year – Kevin Hall (Wigton Moor)

Young Volunteer of the Year – Hollie Rowley (Oakworth Juniors)

5.3 Better Players

Our Aim: To support the implementation of the 'World Class Coaches and Players' Strategy' through the development and training of the voluntary and professional coaching workforce

WRCFA delivered a comprehensive generic course programme in 2011 (as listed below). The development team also achieved additional targets and objectives within this Goal.

- 33x FA Level 1 Courses (includes Safeguarding Children + Emergency First Aid)
- 7x FA Level 2 Courses
- 6x Age Appropriate Introductory Modules
- 6x Youth Award Module 1 Courses
- 2x Youth Award Module 2 Courses
- 1x Leadership through Football Courses
- 3x GK Level Courses
- 2 x Coaching Disabled Footballers Courses
- FREE McDonalds sponsored coaching courses - 1x Youth Award Module 1, 1x Youth Award Module 2, 1x Mentoring Adults, 1x Adult Level 1
- Leeds United Girls' Centre of Excellence & Bradford City Player Development Centre supported, monitored and evaluated
- Funding secured through Sport England and the Football League Trust for two additional Football Development Officers (GIFO + Disability FDO)
- 8x Comprehensive In-service training events delivered with FA Regional Managers and FA National Coaches
- Established working partnership with the FA Skills Team in West Riding

5.4 Workforce

In December 2010, Daniel Stanley was appointed as Get into Football Officer. The FA and Sport England Invested into the 'Get Into Football Officer (GIFO)' programme as a means to address the drop out / reduction in participation in the 16+ age population. Dan is one of 30 GIFOs across the county who are employed by either CFA's or Local Authorities to develop intervention programmes to increase the number of individuals and/or teams participating in football. Unlike many of his counterparts nationally, Dan is housed by the CFA and his impact is measured using the Sport England Active People data across the Leeds Local Authority area.

5.5 Safeguarding and Welfare

Across West Riding County FA we have a network of Welfare Officers based within junior clubs and leagues. Over the past 3 years, these dedicated volunteers have each obtained an enhanced FA CRB and they have all attended a Safeguarding Children Workshop as well as a Welfare Officer Workshop. Most of these volunteers will be part of their club or league committee and all are tasked with ensuring the young players within their organisation are playing in a safe environment.

We have all been through some uncertain times over the last two years regarding changes to the CRB system. The CRB system will continue as it is with the added improvement that applicants will now be able to apply online at a reduced cost of £10. This started in July 2011 with the benefit that it is cheaper, quicker and easier to do.

Working together with the Discipline Department, a significant change has been made in that club officials who behave inappropriately can be charged as an individual as opposed to raising a club charge. This change will help to make individuals consider their actions where children are present. It will highlight repeat offenders who will build a poor personal record; efforts can then be made to offer advice and/or training to help improve safeguarding.

Referrals to the County Welfare Officer have risen sharply this season. This is seen as very positive, as it displays that Club Welfare Officers understand the systems and are comfortable in reporting their concerns. It is only by challenging poor behavior that we can do anything to improve our safeguarding standards. The Association appreciates all the hard work and commitment that the Club and League Welfare Officers

5.6 Facilities

Our Aim: To maximise investment into the development of new and improvement to existing facilities across the County

- Investment of £12,676,707 received to date from the Football Foundation towards a total of £25,000,000 invested into facility development within West Riding
- A strategic priority list of facility projects across West Riding developed in partnership with all 8 Local Authorities. Key projects identified for 2012 with the combined total project cost of £3,000,000
- A comprehensive Monitoring and Evaluation Programme of all Football Foundation funded sites across West Riding implemented (12x projects receiving a formal monitoring visit)

6. RESPECT and Referees

Our Aim: To support the Recruitment and Retention of Referees and to support the voluntary workforce within grassroots football across the County

As part of WRCFA's commitment to supporting volunteers within grassroots football, the development team implemented the following:

- Female Only Referees Course for West Riding Girls League - x14 candidates
- Harrogate & District Junior Boys League - as part of the Charter Standard League Development plan, the league has a target to ensure all games are covered by a qualified referee within a 4 year timescale. A timetable of courses has been devised by the CFA RDO's and the League in order to meet this target
- Respect Initiative with WRCFA U21 Leagues – introduction of a Green Card to highlight good behavior / practice
- Young Leaders Programme – County Camp delivered with 50 Young Leaders in attendance. To date – 10 YL have represented West Riding at the National Camp, 2 further involved in the National Management Team with 3 involved in the National Coaching Scholarship Programme

The number of registered referees at the end of the year end totaled 1,190, an encouraging increase of 10% on the previous year. This in part is due to encouraging more individuals to become referees through our recruiting efforts with courses being held at the County FA headquarters and in the various District FA areas and we are indebted to the instructors, mentors etc who give of their time to assist with recruitment and training.

Robert Madley joined the Referees Department as Referees Development Officer in August 2011 to work alongside Steve Rhodes and this has enabled more emphasis to be placed on retention in the latter part of the year which has also contributed to the above increase in referees this year.

Our continued success in attracting new referees will go towards achieving the FA target of an additional 8,000 by the end of 2012 which is one of the aims of the National Game Strategy.

In addition to recruiting, our Referees Department also arranges courses, assessments etc designed to improve the performance of referees who are fully supported as they seek to reach a higher level. Our thanks go to the instructors and assessors who assist in this vital work.

6.1 Roll of honor

Appointments

We congratulate those referees who achieved prestigious appointments at both County and National level.

FA Cup Final	Martin Atkinson (Heavy Woollen)
FA Trophy (Assistant)	Robert Madley (Heavy Woollen)
FA Vase Finals (Fourth Official)	Andrew Madley (Heavy Woollen)

Promotions

Premier League List	Jonathan Moss (Wharfedale)
Football League List	Andrew Madley to the Football League;
National List of Assistant Referees	Ricky Wootton (Wakefield)

Under the guidance of the Referees Committee, the Referee's Department has done a magnificent job in supporting our Referee's, Instructors, Mentors, Academy Directors and Assessors all of which are volunteers who work tirelessly to turn ambition into reality.

7. Special thanks to the following:

To Bob Secker and Peter Marsden who together provided strength in leadership in their respective roles as President and Chairman.

To the Committee Chairmen and their Members who have been a driving force in ensuring all aspects of the County are run as efficiently as possible.

On behalf of the Board of Directors, Council and Staff I would like to offer our sincere thanks to Roy Carter who retired in September 2011 after 26 years (1985 – 2011) as County Secretary / Chief Executive of the Association. Roy worked tirelessly on your behalf to improve the service that the County FA provides to its members and was instrumental in the transition of the WRCFA from its humble beginnings in a small office in Great George Street, Leeds to a Limited Company employing 28 members of staff with its own headquarters. I am indebted to his advice since my arrival in January 2012 and I am sure you will join me in wishing him a happy and relaxing retirement.

We are also fortunate to have the financial expertise of David Wood whose commitment has proved invaluable to the Association. A testimony to his work is that the County continues to see a positive bank balance. His pragmatic approach and ability to have a clear vision is refreshing and provides a sound financial platform for us to address challenges and opportunities in the future.

I extend a special mention to John Riordan and Andrew Wadsworth who together as department managers strive to ensure that all staff remain focused and motivated when at times faced with conflicting demands from the professional and voluntary sector.

<u>Governance Team</u>	<u>Development Team</u>	<u>Headquarters Management</u>	
Lynn Blackburn	Dan Stanley	Jo De Tute	Kevin Maskill
Heather Hargreaves	Donna Crowthers	Bobby Madley	Jim Morley
Vicky Johnson	Caroline Street	Stephen Rhodes	David Otley
Georgina Higgins	Diane Horne	James Bell	Wendy Maskill
Jamie-Lea-Smith	Sarah Wood	Pav Sing	
	Andrew Shuttleworth	Caroline Hulme	
	Paul Ratcliffe		

Finally to you our customers, it is an absolute pleasure to work on your behalf and to be a part of this great game. I am confident that by working together we can embrace the changes needed to ensure that football in West Riding continues to thrive.

8. Special mention to the following:

It is with great sadness that I report the loss of two long serving Council Members of this Association, Jack Holmes of Keighley FA (Oct 2010) and Harry Mongon (March 2010) of Goole and Thorne FA. Both members were a credit to this Association and are sorely missed.

Unfortunately Dennis Rayne, Governance Administrator passed away in July 2011. A true football man through and through. His is missed by all.

We extend our continued support and condolences to Roy Carter who lost his wife Brenda in May 2011. Brenda was a huge support to Roy in his role as Chief Executive and became a great friend of the Association.