



**AGM Chief Executive Report**  
May 2012 – May 2013  
Annual General Meeting  
7<sup>th</sup> May 2013

## **1. Chief Executive Officer Report**

It gives me great pleasure to present my second Report as Chief Executive of the Association.

Every member of paid staff and the many volunteers that make up our corporate governance structure at the CFA are all devoted to the game, which you may expect, but even outside of the office I meet people on a daily basis who share our obsession. In fact, I've met an awful lot that enjoy nothing more than a pitched "discussion" about the merits and on occasions the shortcomings of the West Riding County Football Association.

This sense of ownership and engagement is at the very core of what we do. We provide the framework to enable over 5000 teams at all levels to play each weekend, while also engaging referees, officials, coaches and spectators; ensuring that the local football family numbers well over 70,000 people. Put simply our work, and the tireless enthusiasm of our partners, fuels a fiercely loyal grassroots network and helps to bond a loyal local community together.

We are a member's organisation and it's important that our membership holds us accountable for the decisions we make, challenge our business strategy, ensuring our focus remains the health and sustainability of the local grassroots game.

### **1.1. Decision making at the WRCFA**

When WRCFA incorporated as a company limited by guarantee in 2001, the Companies Act 1985 was the relevant legislation in place. Since then, the Companies Act 2006 has been implemented which has introduced further changes to how a company is governed. Articles of Association are rarely inspiring documents, irrespective of the business sector, however the amendments modernise the articles and ensure we remain legally compliant.

The WRCFA Council, via its appointed Standing Committees, is responsible for regulating and managing all football matters under the jurisdiction of the Association. In 2012 an efficiency review of Standing Committees of Council resulted in a rationalisation of committees from 14 in to 6. The review considered the overall direction, effectiveness and accountability of each Standing Committee. The remaining committees now have a clear reporting procedure and terms of reference and are therefore considered fit for purpose.

Inequalities exist within society and there are examples of discrimination and racism in football. West Riding County FA is committed to addressing equality and diversity issues and recognise the need for our decision making to better reflect the communities we serve. In 2012, the Race Equality Advisory Group (REAG) was resurrected to provide a forum to represent the view and aspirations of BAME football and develop a consistent dialogue with the very communities that have afforded the County its reputation as a hotbed of cultural diversity.

## 1.2 Key performance indicators

Since its inception in 2008, The FA National Game Strategy has provided the framework for County FA's to deliver a seasonal plan of targeted intervention in areas that show greatest need. Typically 'need' in relation to Growth and Retention and Raising Standards is evidenced in a drop in affiliated teams and adoption of the FA Charter Standard Club/League programme respectively. Our success in delivering against the KPIs issued by the Football Association is measured using a 'traffic light scoreboard'. In view of the challenges faced by sport in modern society, it is gratifying to report that we have exceeded 12 targets set across the 17 Key Performance Indicators. However, the number of affiliated Youth Female Teams continues to be a challenge and a focus for future investment.

Adult male 11 v 11 football continues to be a priority. Although I rack my brains to arrive at an alternative explanation, ultimately we have to accept that amateur football has dropped down the pecking order for the majority of the young people of today. People's attitude towards the game has changed. Family, work commitments and a healthy social life now take priority. The draw of Soccer Saturday in the pub or resting up on the sofa in front of a 42 inch surround sound is now slightly more appealing than a muggy Saturday or Sunday football on Soldier's Field. Disappointing as it is, if football is going to survive let alone get back to 'the good old days', it is imperative that we understand the modern world and work with it rather than enter into a head to head battle with society that we will inevitably lose.

WRCFA stakeholder research shows the rating of the CFA by key stakeholders has improved slightly from 54% in 2009 to 63% in 2012. Disappointingly, the number of respondents to recent surveys (autumn and winter 2012) has been below the number required (200) to generate a statistically significant score. Past scores indicate that WRCFA are below the national average across all indicators. The survey provides us with the thoughts, opinions and observations of our customers and it is therefore important that we increase the number of respondents in order to understand how we can raise public perception of the CFA.

Season 2013/14 will see the biggest change to junior football in 10 years. The FA Youth Review (phase 1) will be a challenge for all concerned. It is imperative that the County FA lead the roll out of the review across all age groups and provide support and guidance to leagues and clubs to ensure effective implementation of the changes.

## **2. Clubs Report**

### **2.1 nPower Football League**

Huddersfield Town achieved promotion to the nPower Championship with a Wembley win over Sheffield United, joining Leeds United in the second flight of English football.

### **2.2 Conference North**

While Harrogate Town finished in 15<sup>th</sup> position, both Guiseley and Halifax Town reached the Play Offs. Unfortunately both sides were beaten by Nuneaton and Gainsborough Trinity respectively. This was a hugely successful season for both teams, Halifax playing their first season in the league and Guiseley finishing just 5 points from automatic promotion. FC Halifax Town reached the First Round Proper of the FA Cup but although they put in an excellent display in front of the live ITV cameras they were eventually beaten 4-0 at home to Charlton Athletic who themselves gained promotion to the Championship as Champions of Football League 1.

### **2.3 EvoStik Divisions**

#### **2.3.1 Premier Div**

It was a very successful season for our one Premier Division side, Bradford Park Avenue. Bradford qualified for the Play Offs and gained promotion to the Conference North, joining Guiseley, Harrogate Town and FC Halifax Town for season 2012/13. Bradford PA also reached the First Round Proper of the FA Cup, but were soundly beaten 8-1 away to AFC Totton.

#### **2.3.2 Div 1 North**

Mixed fortunes this season in Division 1 North as 4 West Riding teams finished in the bottom 6 in the league. Harrogate Railway Athletic were initially relegated but were handed a reprieve following a reshuffle of teams on a geographical basis. However, Farsley FC and Garforth Town both achieved the Play Offs but neither were successful, both falling at the semi final stage.

### **2.4 Northern Counties East**

Brighouse Town had a relatively successful season, just missing out on promotion by finishing in 4<sup>th</sup> position in the Premier Division. All other Premier Division sides finished safely except Selby Town who were relegated to the First Division, finishing bottom of the league with just 12 points.

The First Division saw Glasshoughton finish runners up and promoted to the Premier Division. It was excellent to see 4 of the top 6 teams were West Riding sides, with Pontefract Collieries, Eccleshill United and Albion Sports having successful campaigns, the latter finishing 4<sup>th</sup> in only their first season as a Northern Counties League outfit.

Knaresborough Town applied for promotion from the West Yorkshire League to the Northern Counties Division 1 for season 2012/13 and their application was successful.

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.

### 3. Cup Competitions

#### 3.1 Association Cup Winners

<u>Competition</u>	<u>Winners</u>
County Cup	Guiseley
Challenge Cup	Leeds City
Challenge Trophy	Wetherby Athletic Res
Sunday Cup	Halton Moor
Sunday Trophy	AFC Hanover Arms
Veterans Cup	Harrogate Vets
Womens Cup	Leeds United Ladies
Minor Cup	Bradford FA
Junior Cup	Brighouse JFC
Junior Trophy	Pontefract St Joseph's Jnrs.
Junior Shield	Pontefract Collieries Jnrs.
Girls Junior Cup	Batley Girls

We offer our congratulations to all of the above and to those clubs who reached the finals and semi-finals of the competitions. We trust they all enjoyed the experience of playing at the County FA, Fleet Lane headquarters 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 nett gate receipts to the participating teams.

Entries for the 2012/13 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 the County Cup Final at Bradford City's Coral Windows Stadium again this season, and our sincere thanks go to Bradford City Football Club and our sponsors, the Co-operative for their generous sponsorship of the competition.

Bradford City has agreed to continue their support by staging the County Cup Final again in season 2012/13. We hope to continue to develop the competitions in order to raise their profile and were pleased to announce that Leeds United have offered the chance to play the Challenge Cup Final at Elland Road in 2012/13 season.

Eric Beedham  
**Cup Competition Committee – Chairman**

#### 4. Discipline

Season 2012-13 welcomed the introduction of Match Based Discipline in Youth Football. As expected there were some teething problems in the early part of the season in relation to understanding the system but in the main the roll out of the system has been positive.

The following table shows the level of discipline that the County FA Governance Department has processed over the last two seasons (Season 2011/12 and 12/13). It is encouraging to see a reduction in the number of cautions, standard charges and misconducts in both the adult and youth game. Discipline in the Youth game remains fairly consistent and is comparatively lower than that received from the adult game.

<b>Season 2011/12</b>	<b>Adult</b>	<b>Youth</b>	<b>Total</b>
Cautions	13,311	624	13,935
Misconducts	560	15	572
Standard	1791	117	1908
<b>Season 2012/13</b>			
Cautions	12,278	548	12,826
Misconducts	552	15	567
Standard	1755	98	1853
<b>Difference 2011/12 + 2012/13</b>	<b>Diff</b>	<b>Diff</b>	<b>Diff</b>
Cautions	-1,033	-76	-1,109
Misconducts	-8	0	-5
Standard	-36	-19	-55

Alarmingly match officials have been subjected to a number of **assaults**. Furthermore games have been **abandoned** through unacceptable behaviour from players or spectators. We must try and halt this trend otherwise officials will simply walk away from the game. The responsibility lies with everyone to ensure that we do not Lose **Respect**. Educational support or guidance will be offered where appropriate but this distasteful aspect of the game has to be eradicated.

The County FA takes all reports of disorder seriously and is working with the FA to continually address any aspects of negative behavior in the game. We also work with the local referees, through our county wide network of Referee Associations and Welfare Officers, to support their welfare. I can assure you that the County FA, the Leagues, Clubs and the authorities will be working in partnership to ensure the safety of participants and the ongoing health of grassroots football in West Riding.

Season 2013-14 will bring the introduction of the the biggest development in the administration of grassroots football since its inception – The Whole Game System.

The Whole Game System will provide a 24/7 online system that will revolutionise the way clubs, leagues and County FA's administer the game. The new system will introduce simple online processes that make the job of a club secretary, league representative or football participant significantly less time consuming. The system provides the functionality for participants to view, respond to and pay for discipline online.

## 5. Representative Football

### FA COUNTY YOUTH CUP - FINALISTS

<b>2nd Round</b>	West Riding County FA	1 v 0	Manchester County FA
<b>3rd Round</b>	West Riding County FA	2 v 0	East Riding County FA
<b>Quarter Final</b>	Sheffield & Hallamshire County FA	1 v 3	West Riding County FA
<b>Semi Final</b>	West Riding County FA	2 v 0	Somerset County FA
<b>Final</b>	Essex County FA	4 v 2	West Riding County FA

(Played at Colchester United FC)

### NORTHERN COUNTIES U18 YOUTH CHAMPIONSHIPS YOUTH DIVISION 1 - CHAMPIONS

West Riding County FA	1 v 0	East Riding County FA
Sheffield & Hallamshire County FA	1 v 4	West Riding County FA
Manchester County FA	1 v 2	West Riding County FA
West Riding County FA	1 v 0	Northumberland County FA
Durham County FA	0 v 0	West Riding County FA

### NORTHERN COUNTIES SENIOR CUP COMPETITION - CHAMPIONS (Bay Athletic)

<b>Round 1</b>	West Riding County FA ( <b>Bay Athletic</b> ) v Lancashire County FA ( <b>Walkover</b> )
<b>Semi Final</b>	West Riding County FA ( <b>Bay Athletic</b> ) v Liverpool County FA 4 - 1
<b>Final</b>	Cheshire County FA v West Riding County FA ( <b>Bay Athletic</b> ) 0 - 1

### MIDLAND COUNTIES U16 YOUTH CHAMPIONSHIPS - CUP WINNERS

<b>Semi Final</b>	West Riding County FA 2 v 1	Herefordshire County FA
<b>Final</b>	West Riding County FA 7 v 0	Derbyshire County FA

### RIDINGS LADIES LEAGUE - CHAMPIONS

### REPRESENTATIVE HONOURS

The following 15 players received representative caps for having been selected by the County FA on at least 10 occasions.

<b>2011-12</b>	Freddie Swales (Yorkshire Amateur)	Aston Webster (Yorkshire Amateur)
	Luke Robinson (Notre Dame College)	Paul Hagreen ( Brighouse Town)
	Declan Flowers (Garforth FC)	Lewis Harris (Halifax Irish)
	Kayden Jackson (Fields FC)	Nathan Massey (East End Park)
	Harrison McPhee (Farsley FC)	Harrison Bolton (Yorkshire Amateur)
	Joshua Eastwood (Silsden FC)	Aodhan Brownlee (Farsley FC)
	Ryan Hall (Moldgreen FC)	Derry Robson (Goole FC)
		Dale Feather (Brighouse Town)

The following player received a special commemorative presentation for having been selected by the County FA on at least 20 occasions.

<b>2010/12</b>	Luke Robinson (Notre Dame College)
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Bob Secker  
Youth and Representative Committee - Chairman

## 6. National Game Strategy Delivery

### 6.1 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*

Football participation figures for WRCFA are determined using the affiliation data contained within the County Administration System (CAS). The National Game Strategy (NGS) targets are based on affiliated football and do not take into account non-affiliated provision. The table below shows the number of affiliated teams across each category of football,

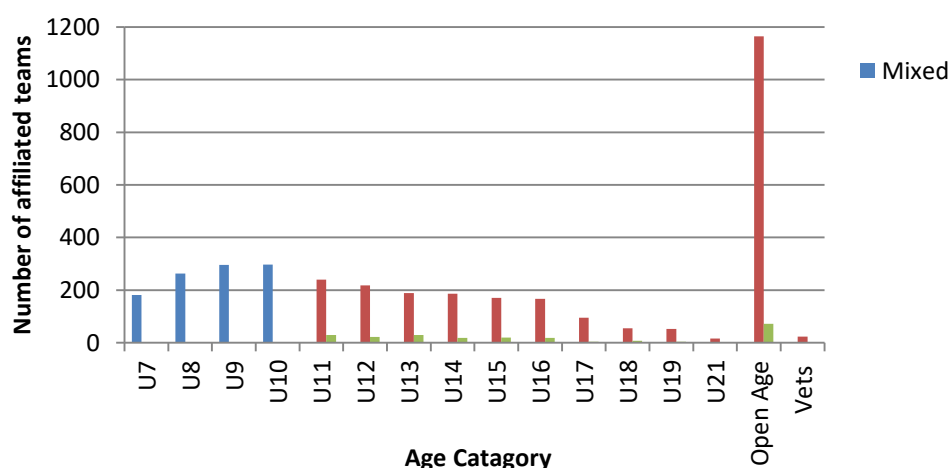
Category / Football Format	2011/12	2012/13	+/-
Mini Soccer Teams (U7-U10)	934	1038	104
Youth Male Teams (U11-U18)	1323	1321	-2
Youth Female Teams (U11-U18)	152	151	-1
Adult Male Teams (U19+)	1293	1257	-36
Adult Female Teams (U19+)	70	76	6
Disability Male Teams	64	68	4
Disability Female Teams	3	3	0
<b>Total</b>	<b>3839</b>	<b>3914</b>	<b>75</b>

Since May 2012, West Riding has been successful in delivering the targets locally and exceeding national targets across 4 Growth and Retention Key Performance Indicators.

In October 2012 WRCFA conducted a County wide audit across all categories of football. The CAS system was cleansed to ensure an accurate record of all teams within each club at the appropriate age group. In addition, the data was cross referenced with league tables/websites to a) ensure the number of teams corresponded with the feedback from league secretaries b) the teams were listed as playing in the correct league (this would have implications on the Charter Standard League %). The audit confirmed that annually the affiliation figures do not represent the actual participation in the mainstream game (i.e. club and league football). The audit resulted in an increase in affiliated teams across all categories of football. The exercise showed that the CFA need to be more proactive in ensuring that clubs and league recognise the need and importance of affiliations to the CFA particularly with respect to insurance implications.

The graph below (graph 1) shows the number of affiliations per category of football. It indicates that participation 'drops off' gradually between U11 and Open age football.

**Graph 1 - Number of affiliations per category of football**





In order to provide the best possible opportunity to grow the number of players involved in the game and retain existing players, it is imperative that we provide an appropriate, consistent player pathway for all individuals across all categories of football. The 2012/13 affiliation analysis displays the following trends/challenges:

1. Drop in the number of teams from U10 - U11 (Mini Soccer to 11 a Side)
2. A steady decrease in teams from U11 – U21
3. A need for more provision at for U18, U19, U21 and Open Age football
4. A drop in Youth Female teams – U11 – U18

In 2012, 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 - 3 x U21 Leagues (16x teams), 2 x Vets League (12x teams), FA Futsal Fives Leagues (8x Adult Male Teams)
- Extended Ability Counts Disability PAN Football League, Good Mood Mental Health League (Huddersfield) & Learning Difficulty League (Huddersfield)
- Women and Girl's Focus group established, focusing on league development, player pathways, junior and senior league links, addressing drop-out and to discuss any other challenges faced with women's football in the County
- Enhanced College offer and increase in participation through the appointed College and Community Football Co-coordinator
- 9 Just Play (informal turn up and play) centres
- 20 projects funded through the Football Foundation's 'Grow the Game Scheme' securing £100,000 investment to support the development of new teams
- WRCFA Futsal squads attending Regional and National Youth Futsal Finals – Regional Finals hosted by WRCFA

## 6.2 Raising Standards

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

At present 7 out of the 45 leagues affiliated to the WRCFA fulfill the registration criteria for Charter Standard League status (60% of all teams in the league to be CS). We have set a target of 75% of all affiliated teams to play in CS Leagues by 2015. In order for the target to be met we will adopt a 3 tiered intervention programme:

1. Achieve the 100 % coverage with the current CS League (All 7 are short of 100%)
2. Work with clubs within leagues to achieve the 60% registration criteria
3. Maintain the standards set within the CS League Criteria

The current percentage of Mini Soccer and Youth teams playing within Charter Standard Accredited Football Clubs across West Riding currently stands at 88.42%. Six out of the seven Local Authorities have surpassed the National CS coverage target of 75% with the exception of Craven who are just 5% short. The highest achieving Local Authority is Harrogate are already 14.8% above of the national target. Whilst this is an achievement, it must be noted that Harrogate has 26% less Mini Soccer and Youth Teams than Bradford in second place and 22% less than the largest Local Authority Leeds\*

*\*All data contained within CAS is reported on a Local Authority basis. It is envisaged with the introduction of the new FA administration system, The Whole Game System, bespoke reports will be available for District FAs.*

In November 2012, WRCFA nominated a selection of 'unsung heros' for the McDonalds Community Awards. The Awards build on the continued commitment of McDonald's to improve standards of community football and increase participation across all aspects of grassroots football through FA Charter Standard Clubs and Leagues. The Awards are split into eight categories with local winners chosen by a County FA judging panel. Local County category winners are then entered for selection in Regional and National awards. West Riding sits within the Yorkshire &

North Region, so category winners went up against winners from North Riding, East Riding, Sheffield & Hallamshire, Northumberland & Durham.

**Charter Standard Awards 2012**

- Club of the Year – **Fairbank United JFC**
- Development Club of the Year – **Scotton Scorchers JFC**
- Community Club of the Year – **ShIPLEY Juniors FC**
- Charter Standard League Award - **Craven Aire & Wharfe Junior League**
- Coach of the Year – **Phil Nutter (Rothwell Juniors)**
- Outstanding Contribution of the Year– **Brian Wilcox (Thornes Juniors FC)**
- Volunteer of the Year – **Sally Houghton (Killinghall Nomads JFC)**
- Young Volunteer of the Year – **Lee Maran**

**Charter Standard Community Clubs**

With 29 FA Charter Standard Community Clubs at the end of 2012, WRCFA has the highest number of Community Clubs in the Country. At the time of writing, this figure now stands at an impressive 32 with additional clubs still being assessed.

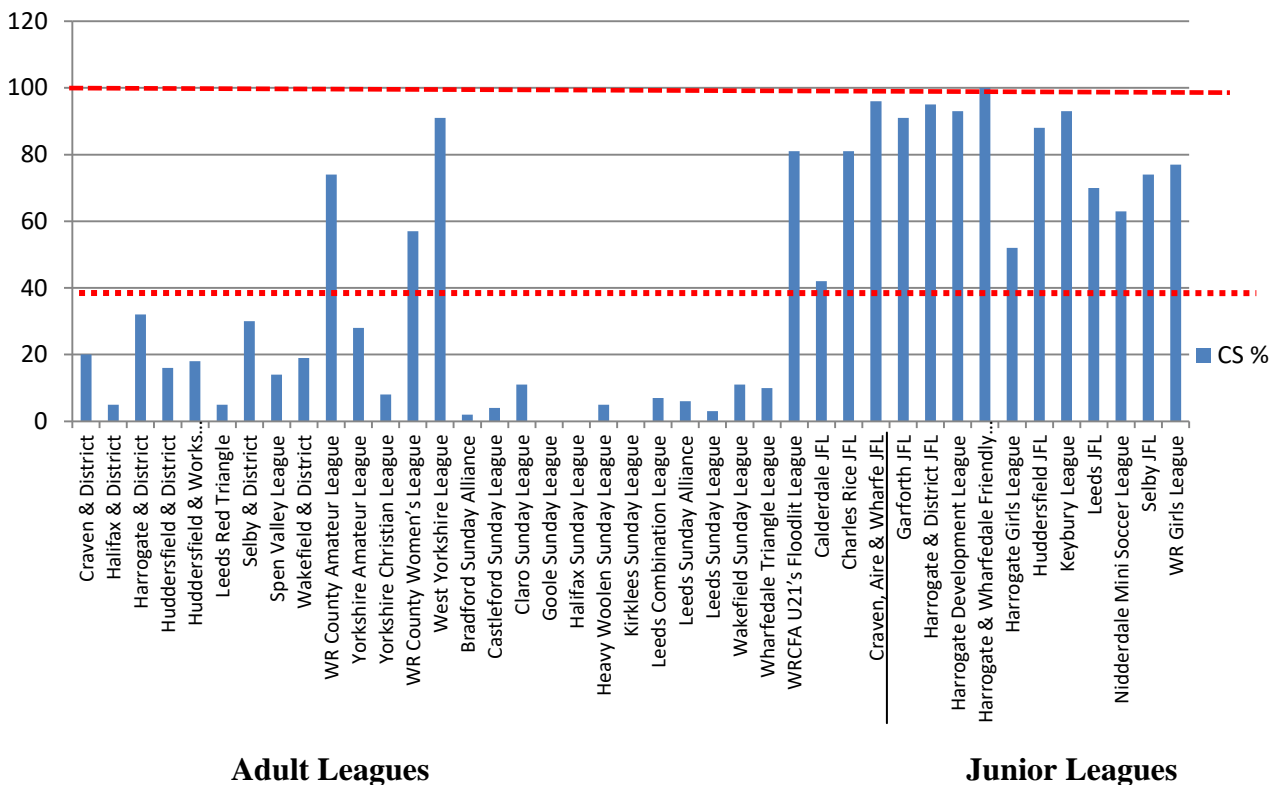
West Riding has 17 Junior and 28 Adult affiliated leagues (+ 3 Disability specific leagues) that together form the participation network from juniors to adults across the 8 categories of football detailed in the FA’s National Game Strategy. To date over 28 leagues have signed up to implementing the FA’s RESPECT programme.

Working strategically through leagues has provided a vehicle to increase the Charter Standard Youth Team coverage by 25% indicating a positive start to achieving the ultimate target of 50% by 2012. This figure is anticipated to rise dramatically through continued work with leagues via the FA Charter Standard League Programme.

- % Mini Soccer and Youth Teams in Charter Standard Clubs:** Increase in 8.01% (baseline of 86.99%)
- Number of Charter Standard Community Club:** Increase of 3 clubs (32 to 35)
- % of adult and Youth/Mini Soccer teams in Charter Standard Leagues:** Increase of 25 % ( 25% to 50%)

The graph (graph 2) below show number of leagues yet to achieve 60% CS status (15 leagues) and the number of CS leagues still to achieve the criteria of 100% CS status (all 7).

**Graph 2 – CS % of a sample of affiliated leagues**



## 6.3 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 has once again delivered a comprehensive generic course programme in 2012 (as listed below). The development team has also achieved additional targets and objectives within this Goal including the introduction of the FA Youth Development Review Recommendations.

- 38x FA Level 1 Courses (includes Safeguarding + Emergency First Aid workshops)
- 5x FA Level 2 Courses
- 2x Age Appropriate Coaching Module
- 5x Youth Award Module 1 Courses
- 3x Youth Award Module 2 Courses
- 1x Leadership through Football Courses
- 3x GK Level Courses (2x Level 1 and 1x Level 2)
- 2x Coaching Disabled Footballers Course
- 3x Mentoring Adults Workshops
- 3x Introduction to Futsal Workshops
- 22x Safeguarding Workshops
- 3x Welfare Officers Workshop
- 26x Emergency Aid Workshops
- 2x Basic First Aid for Sport
- 10x Comprehensive In-service training events delivered with FA Regional Managers and FA National Coaches and supporting the FA YDR
- Continued effective working partnership with the FA Skills Team in West Riding

## 6.4 Workforce

### 6.4.1 County FA paid Workforce

The Association employs a total of 21 full time and 4 part time staff fulfilling Football Development, Refereeing and Governance roles. A total of 12 staff are funded through the FA Central Workforce Grant, 9 are funded by the CFA and a Get into Football Officer (GIFO) and College and Community Football coordinated (CCFC) funded through Sport England. The Association, in partnership with Leeds United FC, Bradford City FC and Huddersfield FC now fund the Disability Development Officer following the cessation of the Every Player County Funding via the Football League in 2012.

Congratulations to Dan Stanley and Pav Singh who in October 2012 left their positions of Get Into Football Officer and Football Development Officer respectively to embark on new challenges within Further and Higher Education and to Donna Crowthers who secured the position of Football Development Officer at North Riding FA. Their success is testament to the leadership and guidance provided by Andrew Wadsworth and his team.

### 6.4.2 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:

- Formation of the Referee School of Excellence in which 25 of the best referees (Level 4 and below) were selected through an application and interview process. 8 referees represented WRCFA abroad for the first time at the Iber Cup in Portugal and Football Festival of Denmark.

- Referee Academy (age 14-17) was formed to provide training and development for our younger referees. A link was established with Bradford City giving the young referees excellent development opportunities on academy standard youth games.
- A large number of Mini Whistlers and Referee Workshops within Primary and Secondary Schools in which over 400 children aged 9-17 across the County were involved. These workshops have proved hugely popular and are not only an excellent recruitment tool, but also serve to change attitudes in young people towards refereeing.

The number of registered referees at the end of the year end totaled 1,198, a slight increase on the previous year. A retention figure of 86% was achieved which was a 7% increase on the previous season.

James Bell replaced Alan Carter to join the Referees Department as Referees Administration Officer in January 2012, working alongside Steve Rhodes and Bobby Madley. James' appointment has enabled the RDO's to focus solely on development and has removed some of the administration workload from them.

A mapping exercise was conducted to find out the number of games across West Riding that were being refereed by registered referees. Open age football has a very encouraging coverage of 96% but junior football is only around 55%. This has enabled the department to focus Basic Courses geographically on the needs of leagues and areas, Huddersfield being one such area where only 75% of open age games are staffed by qualified, registered referees.

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.

#### **6.4.2.1 Roll of Honour**

##### **Appointments**

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

Martin Atkinson (Heavy Woollen) – UEFA Europa League Semi Final Referee (Athletic Bilbao v Sporting Lisbon)

David Richardson (Halifax) – UEFA Euro 2012 Play Off Assistant Referee (Bosnia Herzegovina v Portugal)

Adrian Holmes (Castleford) – FA Vase Final Assistant Referee

##### **Promotions**

FIFA Women's Assistant Referee

Jane Simms (Halifax)

Select List of Assistant Referees

Adrian Holmes (Castleford)

National List of Assistant Referees

Mark Dwyer (Castleford)

Under the guidance of the Referees Committee, the Referee's Department worked hard in supporting our Referee's, Tutors, Mentors, School of Excellence Coaches and Assessors all of whom are volunteers who work tirelessly to turn ambition into reality.

## 6.5 Safeguarding & Welfare

### Safeguarding Children.

*Creating fun, safe football environments is central to safeguarding children. Most children and young people have a fantastic experience through football – but sadly, some don't. This might be down to over-competitive parents and coaches shouting and constantly criticising them from the sidelines – the kind of behaviour that the Respect programme is designed to address. Or it might be due to some other kind of abusive behaviour towards them.*

*Safeguarding Children is everyone's responsibility and having a network of Designated Welfare Officers (County, League & Club) is crucial to The FA's simple three part approach to safeguarding.*

- *Getting the right people involved.*
- *Creating a safe environment.*
- *Promoting clear systems, policies & procedures.*

### Achievements

Communication - Generally there is a better working relationship between the CFA WO and the Governance Manager, with a greater emphasis on 'working together'. Working relationships have improved in this area and better links have also been forged with the League & Club Welfare Officers with regular safeguarding information emails to all WO's and the CFA WO utilising the County Website & ezine. Excellent links have been made with the FA Case Manager, LSCB, LADO & statutory agencies.

The number of 'poor practice' cases coming into the County have risen, but this is because WO's and clubs feel comfortable referring them in, have got to know the CFA WO and have a greater awareness of what constitutes 'poor practice.'

- All abuse & safeguarding cases are referred to the FA CMT within the required timescales (48 hours)
- The CFA WO now regularly hosts Network Meetings for League and Club Welfare Officers.
- Clubs & CWO's are more aware of the FA's responsible recruitment process.

There is a higher percentage take up of the FA online services in this County than others for services such as Member Services, Online CRB application process and the Safeguarding re-certification process.

WRCFA had a 94% compliance rate for all CWO's achieving the mandatory requirement for a CWO for the 2011-12. This is a good figure considering the size of the County, the number of Junior teams and the number of CWO's.

### What are the priorities and aims for the 2013-14 season

Much of the safeguarding & welfare work undertaken by the WRCFA WO centres on 'poor practice' and 'abuse' cases received into the County. These are often cases that fall outside of the normal Disciplinary process. Much of the work involves managing these cases in a joined up, effective & efficient manner with the FA Case Management Team, the FA Equality & Child Protection Team and Statutory Agencies. As a priority, all abuse & safeguarding concerns are referred to the Case Management Team within 48 hours. It is also an essential priority that the CFA WO maintains effective links with the Local Authorities, Local Safeguarding Children's Boards (LSCB), Local Authority Designated Officers (LADO), Social Care, Police Child Protection Teams and all other Statutory Agencies involved with safeguarding children. The WRCFA WO attends Strategy Meetings, Social Care reviews and Police Child Protection meetings where there are concerns and allegations of potential abuse against adults who hold a 'position of trust' in Junior Football.

Other aims and priorities are that the CFA WO will look to develop and implement a Mentoring Scheme for new & existing CWO's. This is deemed as a priority following the appointment of the new CFA WO and the transitional period since taking over from the previous incumbent. It was therefore essential that the CFA WO developed and maintained links with all CWO's & YLWO's. Throughout the 2011-12 season, this was achieved with a succession of Welfare Officer Network Meetings for all League and Club Welfare Officers and the dissemination of information to all WO's via email, the County website, Club websites and the County E-zine bulletins.

One main priority for the CFA WO is to oversee the 'responsible recruitment' process of all coaches, volunteers and CWO's. This is done by informing and advising CWO's on the verification process. The CFA WO will also verify all WO CRB's. The CFA WO will also arrange CRB verification evenings, going out to clubs / venues so that those needing their CRB renewed can have them verified. The CFA WO works closely with the CRB Unit & FA Case Managers regarding compliance & suspensions of those who fail the CRB process. Education is also a key factor in the responsible recruitment process and this is achieved by the provision of Safeguarding Children and Welfare Officer Workshops.

Ensuring Countywide compliance of all CWO's / Junior Clubs following the Affiliation process is a key priority for the CFA WO. This involves working in collaboration with the Governance team and working with Clubs who, for various reasons have a non / part compliant CWO, ensuring that the designated CWO obtains all the mandatory requirements. The CFA WO will work with these clubs by implementing Agreed Action Plans (AAP) for the clubs. This is monitored by the % of compliant clubs we have. WRCFA was 94% compliant for the 2011-12 season.

Other key areas in relation to safeguarding and welfare are to monitor the retention of CWO's and provide exit questionnaires for outgoing CWO's. This then helps shape future support for CWO's. The CFA WO is also responsible for disseminating info and delivering workshops on the FA's Social Media guidance, the implementation of the Online CRB process, the Online Safeguarding re-certification process and the Online Member Services Safeguarding facility for CWO's. WRCFA currently has one of the highest usage rates for the Online CRB application process out of all County FA's.

WRCFA is unique in that we have Safeguarding ID cards for all coaches and volunteers. The CFA WO has responsibility for dealing with all safeguarding issues relating to the ID cards, such as non compliance, suspended coaches and lapsed CRB's. The ID card system generates a tremendous amount of queries.

### **Plans for the future**

There are two potential developments in relation to the management of 'poor practice' and abuse cases. These will be the introduction of the Guardian System for all CFA WO's and also the implementation of the ECP Information Sharing Agreement for CFA WO's. This will see both CMT & CFA WO using the same system to record information on joint cases.

The introduction of a new Continued Personal Development (CPD) matrix for all CWO's which will be overseen by the CFA WO. This means that all CWO's will be able to have any training they undertake such as Network Meetings accredited, much the same as coaches do.

The main area of change will be the introduction of the Protection of Freedoms Act 2012. This act will bring about changes to the recruitment process for volunteers and the way in which CRB (DBS) information is used, and will also bring about changes to the vetting and barring system. As yet we are waiting for the Bill to be ratified and how these changes will affect football. The Equality & Child Protection team will advise accordingly. CFA WO's will be responsible for workshops, network meetings and disseminating the info to clubs.

The CFA WO will work with larger clubs / CS clubs to try and encourage them to have Assistant CWO's to help with queries, poor practice issues and DBS applications.

Paul Ratcliffe  
**County Welfare Officer**

## 6.6 Facilities

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

WRCFA has continued to excel in securing capital investment from the Football Foundation and other sources to support strategic priority projects within the County. An impressive £1,516,603 has been secured from the Football Foundation's Regional allocation (including the 6 County FA's in the Yorkshire and the North Region) which was set at circa £3m – hence WRCFA has secured 50% of the Regional allocation of capital funding. A strategic priority list of facility projects across West Riding has been developed in partnership with all 8 Local Authorities and this has identified not only the projects delivered this year, but also projects which we will aim to deliver over the next 3 years. A comprehensive Monitoring and Evaluation / Support Programme of all Football Foundation funded sites across West Riding has also been implemented with 12x projects receiving a formal monitoring and support visit.

Listed in the table below is the Capital Investment Projects WRCFA has support during the 2012-13 season.

<b>Catagory</b>	<b>Club</b>	<b>Site</b>	<b>Local Authority</b>	<b>Project</b>	<b>Total Project Cost</b>	<b>Football Foundation Grant</b>
Sports Association	Kirk Deighton Rangers	Grange Park	Leeds	New changing rooms	£587,224	£97,223
Local Authority	Middleton Park	Middleton Leisure Centre	Leeds	New AGP	£449,102	£199,402
Secondary School	Churwell Lions / Gildersome Spurs	Bruntcliffe High School	Leeds	New AGP	£640,961	£319,961
Charity	Shelley FC	Storthes Hall	Kirklees	New changing rooms	£601,207	£251,217
Local Authority	Dalton Dynamos / Various	Leeds Road Playing Fields	Kirklees	AGP refurb	£415,000	£300,000
Community Club	Thornes Juniors	Thornes JFC	Wakefield	New changing rooms	£203,842	£148,885
Local Authority	Methley United	Methley	Leeds	New changing rooms	£159,701	£49,701
Local Authority	Chapelton YDC	Chapelton	Leeds	New changing rooms	£159,701	£49,701
Secondary School	Various Open Age Teams	Woodhouse Grove School	Bradford	New changing rooms	£350,000	£98,000
Club	Brayton Juniors	Brayton floodlights	Selby	Portable floodlights	£4,263	£2,513
					<b>£3,571,001</b>	<b>£1,516,603</b>

## **7. Special thanks to the following:**

It is with great sadness that I report the loss of long serving Council Member Harold Robinson of Goole and Thorne FA. Harold was a credit to this Association and are will be missed by all.

We extend our condolences to Bob Leedham and his family who lost their son Kevin on 12<sup>th</sup> September 2012. Bob has show strength and positivity during an incredibly difficult time. We offer our continued support to Bob and his family.

We also pay tribute to Mr William Ellis President and Treasurer of Yorkshire Amateur who passed away in November 2012. We send our condolences to Yorkshire Amateur and Bill's friends and family.

To the Committee Chairmen and their Members whose custodianship has been a driving force in ensuring all aspects of County business are run as efficiently and democratically as possible.

Sincere thanks to Barry Chaplin and Bob Secker in their respective roles as Chairman and President. I am indebted to their support, patience and professional trust during my first year at the Association. Under their leadership the Board of Directors continue to recognize the need to balance the demands of running a Limited Company with our core need to retain flexibility, pragmatism and a human approach.

We are also fortunate to have the financial expertise of David Wood whose commitment knowledge and attention to detail is invaluable. David has been instrumental in the success of the CFA in progressing from a £14,000 deficit in 2010 to a £19,000 surplus in 2012. David's pragmatic and methodical approach has delivered a strong set of financial results and has laid the foundation for continued improvement in operating performance over the next few years. On behalf of the Board I thank him for his support and guidance.

It would also be remiss if I did not offer my sincere gratitude to my staff for their efforts during some trying and difficult times. I thank our Senior Management Team in John Riordan (Governance Manager), Andrew Wadsworth (County Development Manager), Jo deTute (Senior Football Development Officer) and Andrew Shuttleworth (Senior Football Development Officer) for their magnificent contribution and more importantly their drive and unfaltering sense of purpose in ensuring we continue to embrace the changing football landscape with confidence and ambition.

Finally, WRCFA has had a busy 12 months reevaluating the way in which it goes about its business. Whilst essential, much of this work has been invisible to the outside world. We have and will continue to focus on doing the right thing for our members (customers), communities, staff, and for the business and to this end I hope and expect that over the next 12 months these efforts will be evident in our service.