



AGM Report
May 2013 – May 2014
Annual General Meeting
13th May 2014

1. Chief Executive Opening Comments

This report is intended to provide our valued membership with a bite sized synopsis of our achievements, challenges and considerations for the future. Whilst not exhaustive, this annual report represents a summary of the activities and events that have taken place at WRCFA during season 2013-14 (May 2013-May 2014).

It's fair to say that season 2013-14 will be remembered as one of the most challenging to date in terms of assimilation of changes in legislation and national policy. Needless to say, when determining content for this report, it was easier to consider 'what wasn't introduced' rather than 'what was'.

Despite the aforementioned challenges, this has been a hugely successful season. The National Game Strategy (NGS) has been delivered to a high standard, and the majority of our KPI's have been achieved with the continuing exception of growth of traditional adult male 11 v 11 participation.

Below are a few examples of global changes that have been introduced during season 2013-14.

1.1 Decision making at WRCFA

Prior to 2000, WRCFA operated as a volunteer driven association, with a Council and Standing Committees supported by a skeleton staffing structure. Following the association becoming a Limited Company in 2000 and the inception of the NGS in 2007, the professional workforce has expanded to 24 professional paid staff, resulting in a shared leadership model, collectively managing the transition from a volunteer reliant culture to one striving to deliver sports services in a more business focused manner.

In comparison to our 49 County FA counterparts, WRCFA is considered a traditional organisation. The culture of the organisation is steeped in history and over the years the membership have at times been critical of the association for being at times conservative, habitual and slow to react to the evolving demands of grassroots football.

Fundamentally, the association is a membership organisation with a core remit to meet the needs and expectations of the membership. It is therefore important that the corporate governance structure of WRCFA is underpinned by an ethos of representative democracy and provides the consultative vehicle to allow the association to understand and make provision for the changing football landscape.

To this end, during season 2013-14, the association introduced a number of changes to the decision making structure to improve its interaction, consultation and reputation with member clubs and leagues. These changes aim to facilitate membership engagement and afford the WRCFA the opportunity to interact with local volunteers to ensure our policy decisions meet the expectations of core stakeholders.

The two main changes that were introduced in season 2013-14 were,

1. Introduction of a Youth Council including a proposal to introduce one representative of the WRCFA Youth Council on the WRCFA main Council.
2. Proposal to introduce 2 x open age league representatives and 2 x Junior/youth league representatives to the WRCFA main Council.

1.2 Youth Council

The Football Association has devised a bespoke 'Children and Young People Offer (CYP)' to provide opportunities for young people to participate in the game across a range of disciplines.

The FA have committed £16m to the programme and CFAs are expected, through their annual operational plan, to work with key stakeholders (such as County Sports Partnerships, local schools, colleges, universities) to deliver the different elements of the offer with a priority focus of reducing participation drop out in the 14yrs+ age groups.

Aims of the FA Children and Young People Offer

- Grow the number of young people with access to an appropriate football opportunity
- Improve access to opportunities in football
- Invest in a high quality workforce
- Raise Standards
- Create better players

One strand of the CYP Offer is centered upon providing a formal structure for young people to exercise independent thought and engage in meaningful discussion with their peers. To this end, WRCFA established a Youth Council to harness the contribution young people can make to the game and provide a wider voice for young people in strategy and policy management at a local level.

The WRCFA Council has demonstrated its full commitment to the Youth Council by proposing a change of the Articles of Association to allow for one nominated representative of the Youth Council to sit on Council as a full voting member.

1.3 Whole Game System (WGS)

The WGS is 24/7 online system that will revolutionise the way that members and County FA's manage their football business. I as CEO sit on the National Project Steering Group to represent the thoughts, views and opinions of all County FAs and their members. This is fundamental in ensuring the system provides the functionality required and is user friendly to engage volunteers across the spectrum of IT capabilities.

The association went live with Referee Registrations in April 2014 and 19% of all referees registered via the online portal by May 1st 2014. In comparison to the past two seasons where only 10% of referees registered via Member Services during the full registering period (April – August) this represents a positive step towards economising the process for all concerned.

Referee reporting (i.e. the submission of disciplinary reports) will be available shortly, affording all registered referees the functionality to complete all their football administration duties online via a secure, user friendly portal.

Accessed via the WRCFA website (www.wrcfa.com), the Whole Game System will integrate the existing online and paper-based processes that currently exist within the club affiliation and league sanctioning processes. From 19th May 2014, Clubs will access the system via an online portal aptly named 'My Football Portal' and will be able to affiliate their club online. The system includes a secure financial management package allowing clubs including to make affiliation payments, pay competition entry fees and settle fines or other charges.

1.4 Rolling Substitutions

As a proactive measure to address the decline in participation in the 11v 11 adult format of the game, in 2012 The FA submitted a proposal to The International Football Association Board (IFAB) to modify the laws of the game to allow rolling substitutions in matches involving boys aged U17 and U18 and open age males. At their AGM on 3rd March 2012, IFAB granted the FA permission to operate a 2 year pilot scheme whereby lower level (i.e. below Steps 1-7) amateur leagues could choose to operate rolling substitutions.

IFAB granted the dispensation on the proviso that the FA would monitor, and subsequently evidence, the impact on retaining and growing the number of players participating in the 11 v 11 game. On 3rd April, 2012, the FA Council implemented IFAB's decision and approved an amendment to Rule 10(G) of the Standard Code of Rules.

WRCFA boasts 30 adult leagues and open age 1,238 teams yet in the first year of the pilot programme, WRCFA were unsuccessful in recruiting any leagues to trial the concept.

Without a compelling argument evidencing the positive intervention rolling subs can have on participation in the adult game, IFAB may prematurely terminate the pilot phase and/or elect not to modify the laws of the game altogether.

1.5 Inclusion and Anti-Discrimination Action Plan

The Football Association, in partnership with the Football League, Professional Footballers Association (PFA), Premier League, League Managers Association (LMA), Professional Game Match Officials Ltd (PGMOL) and The Referees Association have launched a collective action plan to proactively address instances of discrimination and promote inclusion within the English game. The plan is appropriately entitled 'English Footballs Inclusion and Anti-Discrimination Action Plan.

Shaped by the outcomes of the Department for Media, Culture and Sport's (DCMS) review into racism in football, the plan was developed in consultation with a range of groups including former players, football authorities and campaign groups to provide a transparency in the roles and responsibilities of all partners in combating discrimination and promote inclusion.

County Football Associations' are not a signatory on the plan and hence the FA devolves responsibility to CFAs to deliver the agreed actions as part of the National Game Strategy delivery process.

In 2013, WRCFA established a Local Football Anti-Discrimination Panel (LFADP) to assist the WRCFA Disciplinary Commissions in adjudicating on disciplinary charges against participants for breaches of discipline that include behaviors containing an aggravating factor. An aggravated factor includes discrimination on the grounds of the protected characteristics: age; race; gender; disability; mental health; faith; sexual orientation and gender reassignment.

All 11 members of the LFADP have relevant experience of equality and/or judicial fundamentals to support the WRCFA Disciplinary Committee to adjudicate on such cases.

As of 2013, a Disciplinary Panel dealing with any of the protected characteristics will consist of:

- a) 1 Member from the FA Disciplinary Chairman's Panel
- b) 1 Member of the County Local Football Anti-discrimination Panel
- c) 1 Member of the County FA Disciplinary Committee
- d) A Commission Secretary (appointed by The FA)

1.6 Protection of Freedoms Act

There have been considerable changes and developments in terms of Safeguarding and Child Welfare to Junior Football during the 2013-14 season. Most notably has been the impact of the Protection of Freedom Act 2012 (PoFA).

Legislative changes have been introduced by the Government which will bring about a number of changes to the way in which Criminal Records Checks (CRC) are to be carried out. The main change was the merger of the Criminal Records Bureau (CRB) & the Independent Safeguarding Authority (ISA) to create the Disclosure and Barring Service (DBS).

Main changes to Junior Football

- The minimum age for CRC checks on all volunteers (inc Referees) is now 16 years of age
- There are now clearly defined 'Regulated Activity' roles (those who do / do not need a CRC check)
- Introduction of Single Disclosure (Applicant only). This means the FA no longer receive a copy of the disclosure certificate.
- During 2015 there will be a shift in duty from:-
"Not knowingly employing a barred person in regulated activity" to "ensuring that persons in regulated activity are not barred"

For the 2014-15 season, all Referees wishing to officiate in Youth Football must have a valid FA CRC. Referees can Register now and have until September 2014 to apply for a CRC. Paul Ratcliffe (County Welfare Officer), Steve Rhodes (Referee Development Officer) and Bobby (Referee Development Officer) will work with Referees in the forthcoming months to ensure all those participating in Junior Football are compliant.

For the 2014-15 season it will be against the law for volunteers at clubs to be involved without a CRC. The process for notifying all clubs and supporting them in ensuring compliance is already underway.

1.7 Changes in Youth Football

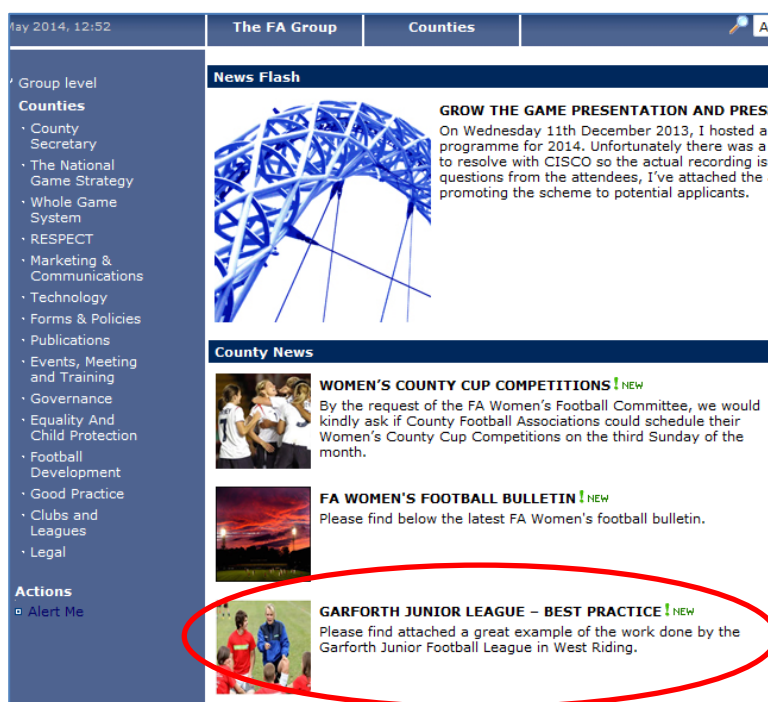
On 28 May 2012, The FA formally ratified some of the recommendations of the Youth Development Review (YDR).

The amendments were developed over two years of research, consultations and listening to those involved in the youth game, most importantly those that play – the children.

These positive changes have been implemented to improve enjoyment, fun and development of young players allowing more touches, on a better proportioned pitch with an increase of involvement in the game as a whole.

The changes were phased in in the 2013/2014 season and the WRCFA Development Team were available to assist leagues and clubs in implementing the changes in terms of player qualification, pitch size, competition structures and laws of the game. WRCFA also provided leagues and clubs with examples of good practice via a series of workshops and events.

It is important to remember that this is about a modern, child-friendly approach to youth football, challenging the win-at-all-costs mentality that arguably is stifling development and enjoyment for young people. Working together with a proactive attitude, adults can help develop a better learning environment for young people that position their needs at the centre of the process.



Above – Garforth Junior Football League produce YDR Best Practice blueprint for all CFAs to follow.

1.8 Sport England – Whole Sport Plan Funding

Sport England (SE) is a non-departmental public body under the Department for Culture Media and Sport (DCMS). Put simply, SE works with the FA to grow and sustain participation and improve talent identification systems across the Country. SE invests significant funding into National Governing Bodies via the Whole Sport Plan process (WSP). SE allocated £30,000,000 to the FA WSP (2013-2017) and in turn WRCFA were awarded £139,324 annually to deliver the National targets included in the plan. The projects funded by Sport England Whole Sport Plan Funding are,

Charter Standard Growth Fund (CSGF) – The fund is designed to support the development of new teams where there are gaps in provision, encouraging Charter Standard clubs to capacity build within their existing structures. West Riding County FA used the CSGF to generate 20 new teams for the 2013 – 14 season within U21's (13 new), Veterans (5 new) and Disability (2 new) football.

County Disability Leagues – The West Riding Ability Counts League is an ability banded PAN disability football league offering competitive but fair football opportunities to people with a disability. The league engages players who possess both learning and physical difficulties, hearing and visual impairments. Players are assigned to divisions each year following a grading event ensuring the competition focuses on ability rather than disability and in turn ensures that players compete against players of a similar ability thus maximising their opportunity to develop.

A total of 6 fixture events have been delivered across the 4 ability banded divisions culminating in over 30 teams and 160 players competing.

An additional £2,000 was accessed through Sport England's Club and Coach funding to support the league in delivering against the agreed actions contained within their club and player development plan.

FA Mars Just Play -

Just Play Centres - Weekly turn up and play recreational football sessions for adults 16+. Players can turn up and play without committing to weekly training sessions or matches. 'Kick-about' sessions are led by Just Play Coordinators who facilitate & manage each session. We currently have the following venues operating Just Play Centres:

- Hyde Park & Woodhouse Futsal Club - 20 participants
- Shay Stadium x 2 weekly sessions – 30 participants
- Positive Futures – Blackman Lane – 12 participants
- The Beck – Halton Moor – 16 participants
- University of Leeds - 30 participants
- University of Huddersfield - 20 participants
- The Hut (Airedale) - 12-18 participants
- Wakefield City Academy - 12-16 participants
- Hemsworth Sports Centre - 8-10 participants

Flexi League - The Flexi League is an open age 11v11 offer aimed at attracting individuals who are unable to play at traditional kick off times (Saturday afternoon / Sunday morning). The league is played on a Thursday evening at the 3G AGP artificial pitch at Middleton Park in Leeds. Fixtures are 1 hour in duration, with 2 fixtures scheduled per week. There are currently 8 teams registered with the Flexi League and teams are guaranteed a fixture every 2 to 3 weeks.

Vauxhall Mash Up Centres – The FA Football Mash Up Programme is an initiative that delivers a range of targeted football development interventions to engage teenagers (male and female, including disabled participants) who have either withdrawn or at risk of withdrawing from football. Mash Up Centres provide individuals with an opportunity to participate within a social and recreational environment with the core emphasis on having fun.

A total of 15 Mash Up Clubs have been delivered to date. Each club has received £500 to deliver sessions over a 26 week period. The programme attracted a cross section of partners from existing affiliated football clubs, to local authorities and commercial providers, all of which were committed to engaging or re-engage youngsters and facilitating exit routes into formalized format of football.

TEAM SIXTEEN and TEAM NINETEEN – TEAM SIXTEEN and TEAM NINETEEN are FA initiatives used to promote recreational football leagues in schools, colleges and sixth forms. The ethos is to provide leagues for students run by students. TEAM SIXTEEN and TEAM NINETEEN function to engage students 12-16 years and 16-19 year olds respectively.

TEAM SIXTEEN has been delivered via a series of 6 week coaching programmes in schools funded by Sportivate (Sport England funding scheme). TEAM SIXTEEN is still in its infancy. Pilot schemes were delivered in schools across the Calderdale and Harrogate area, engaging circa 300 x 12 – 16 year olds into regular, recreational football participation.

TEAM NINETEEN is now in its second year of operation. During season 2013-14, Lindsey Whitton (College and Community FDO) worked with Calderdale College, Greenhead College, Leeds College of Building and Bradford College to deliver the programme. All leagues rely on student led activity. Students promote the leagues, organise the fixtures, referee matches and record results. TEAM NINETEEN currently engages circa 300 x 17yrs+ male college students in regular, recreational football participation.

HE Activators – are individuals employed within targeted Universities to develop and deliver recreational playing opportunities for students. In August 2013, each University received £2000 from FA/BUCS and WRCFA to deliver the programme.

University	Programme of activity
Huddersfield University	<ul style="list-style-type: none"> • 2 x Male Just Play Centres delivered, with 15 participants at each (30 in total) • 1 x Male 5 a-side League delivered with 10 teams • 1 x Male Futsal League delivered with 10 teams
Leeds University	<ul style="list-style-type: none"> • 1 x Male Futsal Just Play Centre delivered (70 participants overall, with an average weekly turnout of 30-35 participants)
Trinity Leeds University	<ul style="list-style-type: none"> • 1 x Male Just Play Centre delivered with 12-16 regular participants

Join our Club – The programme is designed to build sustainable partnerships between Schools, Colleges, Universities and Charter Standard Clubs to increase the number of young players accessing quality opportunities, culminating in the long-term objective of generating additional or new teams within a voluntary club setting.

All Charter Standard Clubs were given the opportunity to ‘bid’ for £500 to facilitate the creation of new adult male or adult female teams to compete in the 2014-15 season. Applications were assessed and clubs were provided with £500 to offset some of the initial costs of setting up a new team. The programme produced 5 new adult male and 3 new adult female teams for the 2014 – 15 season.

RESPECT – The RESPECT programme has been imbedded within all of the CFA’s major programmes with 65% of those involved in the grassroots game across West Riding declaring via an online survey that the programme has improved their overall experience of football.

Along with high profile designated ‘RESPECT’ fixtures at Huddersfield Town, RESPECT presentations have been delivered to several leagues in order to raise awareness and support league officials in implementing the principles of RESPECT within the ethos of the league. A series of ‘Managing the Managers’ workshops have also been delivered, focusing on technical area behavior and the importance of setting and maintaining high standards.

FA Club Mentoring Programme – The FA Club Mentoring Programme constitutes a £1M investment to support grassroots coaches within FA Charter Community Clubs. Over a four year period, each club will receive 50 hours of mentoring by an FA employed Club Mentor.

During the pilot season (2013-14), WRCFA’s Club Mentor, Martin Eddison worked with three Charter Standard Community clubs; Salts FC, Brighouse Jnr and Guiseley JFC. On average, Martin worked with 4 coaches within each club providing training session guidance and match day support. Martin also attended club coach meetings to support club / coach philosophy discussions and focus on long term mentoring structures within each club. In the 2014 – 15 season, the programme will expand to support 24 Charter Standard Community clubs via an extended network with 11 mentors operating within the prescribed boundary of WRCFA.

League Referee Appointment Officers – Funding was awarded for the Garforth Junior League and Harrogate Junior League to create the position of a League Referee Appointment Officer. This enabled the leagues to access bespoke Basic Referees courses and cultivate their own match officials who in turn are appointed to fixtures within the league programme. This proved a particular success in the Garforth Junior League where 22 out of the initial 24 candidates are still actively refereeing within the league. Funding has been ring-fenced for Craven, Aire & Wharfe Junior League with the aim to raise the referee coverage figures beyond their current baseline of 55%.

2. Clubs Report

2.1 nPower Football League

In the Championship, Leeds United finished safely in mid-table, whilst Huddersfield Town survived on the last day of the season to retain their Championship status.

Bradford City had a fairytale season. Not only did they achieve promotion to League One via a Wembley Play Off Final win over Northampton Town, but they captured the nation as they knocked out Wigan Athletic, Arsenal and Aston Villa en route to the Capital One Cup Final. Although they were soundly beaten by Swansea City, Bradford City put themselves on the world footballing map with their achievements.

2.2 Conference North

FC Halifax Town and Guiseley once again made the play offs and this time met in the semi-finals ensuring a West Riding team in the final. Halifax prevailed and went on to beat Brackley Town in the final, securing a return to the Conference Premier Division. Harrogate Town finished 6th and missed out on the Play Offs by one place and impressively the newly promoted Bradford Park Avenue finished just one place behind them in 7th. All in all an extremely successful season for our Conference North clubs.

2.3 EvoStik Division 1 North

Ossett Town, Farsley FC, Harrogate Railway, Ossett Albion, Goole and Wakefield all secured their place in the division but unfortunately Garforth Town were relegated to the Northern Counties East League after finishing bottom. Disappointingly, the bottom five teams in the division were all West Riding teams.

2.4 Northern Counties East

Brighouse Town had a very successful season, just missing out on promotion by finishing in 2nd position in the Premier Division. All other Premier Division sides finished safely and retained their status in the division.

The First Division saw Albion Sports promoted to the Premier Division as champions in only their second season in the league. All other teams finished safely in the middle to top half of the table.

2.5 FA Competitions

FA Cup

Guiseley and Bradford Park Avenue reached the first round proper but were knocked out by Barrow and Doncaster Rovers respectively. Harrogate Town produced a giant killing in Round 1 with a 1-0 away win at League Two outfit, Torquay United. They were however beaten by lower ranked opposition in Hastings United in Round 2 on penalties. Bradford City was beaten by Brentford in Round 2 whilst Huddersfield Town and Leeds United were knocked out in the 5th Round by the two eventual finalists, Wigan Athletic and Manchester City.

FA Trophy

FC Halifax Town were beaten in a replay by Conference Premier side Dartford in the Quarter Finals

3. Cup Competitions

Whatever your age, gender or level of experience on the football pitch, there is something special about playing in a Cup Competition.

WRCFA deliver 13 Cup Competitions, each tailored to a specific age group or level of football. The Cup Competition journey starts with the U12 Junior Shield and ends with the County Cup, the most senior of our cups.

Whether you are competing in front of your mum, dad and granddad at the WRCFA Headquarters or in front of packed press box at Valley Parade in the County Cup, the WRCFA Cup Competition is your FA Cup Final.

Entries for the 2012/13 season were again at an encouraging level which showed the strong support for the competitions. Attendances at the various matches again enabled the respective Committees to distribute part of the nett gate receipts to the participating teams. Our thanks go to the clubs and their supporters for making the semi-finals and finals such a success.

Once again, the County Cup Final was held at Bradford City's Coral Windows Stadium and our sincere thanks go to Bradford City Football Club for their continued support of the competition. We were delighted to play the Challenge Cup Final at Elland Road and wish to express our thanks Leeds United FC for their hospitality.

Our thanks go to Neil Shackleton of John Adams Coaches for the generous sponsorship of the Challenge Cup Final. It is hoped that we will be able to hold the final at Elland Road in future seasons and are hopeful of a positive response to our application stage the Sunday Cup Final at Huddersfield Town FC in the future.

It would be remiss of the association not to thank our official photographer Alex Daniel for his unfaltering support to all competitions during the 2012-13 and 2013-14 seasons. Alex provides his expertise as a volunteer and clubs are able to download his photos free of charge from his website.

3.1 Association Cup Winners

Competition	Winners	Finalists
County Cup	AFC Halifax Town	Guiseley
Challenge Cup	Rimington	Bay Athletic
Challenge Trophy	Kellingley Welfare	Beeston St Anthony
Sunday Cup	HT Sports	Chapletown Fforde Grene
Sunday Trophy	Bardsey	Inter Athletic
Women's County Cup	Leeds United	Huddersfield Town
Minor Cup	Barkston Ash FA	Leeds FA
Junior Cup	YMCA Laund Hill	Wigton Moor
Junior Trophy	Farsley Celtic	YMCA Laund Hill
Junior Shield	Northowram	Wortley
Girls' Junior Cup	Tingley Athletic	Wigton Moor
Girls' Junior Trophy	Castleford WR	Garforth Rangers

We offer our congratulations to all 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 WRCFA Headquarters and look forward to seeing them all again in the future.

Eric Beedham
Cup Competition Committee – Chairman

4. Discipline

FA Disciplinary Regulations typically change each season to ensure the disciplinary process is up to date and streamlined to make it more effective and consistent for all participants involved in the game at all levels.

Season 2013-14 saw the introduction of a number of changes to the FA Disciplinary Regulations. These changes include but were not limited to the following,

1. Match based Discipline Categories
2. Sanction Guidelines
3. Friendly Fixtures
4. Late Fines for Misconduct Charges

Match Based Discipline Categories: Suspensions were aligned to the 'day type' football and not from 'Youth football' only. Prior to the change, players could have been suspended from a category of football (i.e. Saturday, Sunday, Youth etc.) but would still be eligible to play on that specific day. For example, an individual suspended from youth football for a team which usually played on a Sunday was still permitted to play for a Sunday adult team. This was not felt to be a proportionate sanction and it could be argued that the player was not serving a suspension at all.

In terms of misconduct cases, if a player is dismissed they are unable to play on that day until the team they were dismissed for have served the appropriate number of games. For example, a youth Player who is dismissed on a Sunday for his youth team is unable to play any Sunday football until the youth team have completed the appropriate number of games.

The match categories from 2013/14 Season are: Saturday, Sunday, Midweek, Representative, Vets, Friendly.

Sanction Guidelines: Upon receiving a charge for misconduct, the letter now indicates what level the CFA deem the offence to be (low/medium/high) and it also provides a guideline to the possible sanction a participant could face if the case is found proven, however Commissions are still permitted to deviate from the guideline if they deem it to be appropriate. For most cases however, a punishment will be levied that is deemed appropriate for the offence in line with the guidelines.

As well as punishments, a Commission is also able to order Participants to attend various workshops or seminars to help improve poor behaviour.

Friendly Fixtures Sanctions: Any Player who is dismissed from the field of play in a friendly fixture is suspended immediately for 1 match from the next friendly fixture for that team, irrespective of the offence committed. The Player is also subject to the standard fines for the offence committed.

Should the CFA deem the offence committed to warrant further disciplinary action, a further misconduct charge may be raised. Any Player who is sent off in the last friendly fixture of the season will automatically have the suspension carried over to the following season. They are not suspended from their competitive fixtures.

Late Fines for Misconduct Charges: If no response is received from a misconduct charge when a charge/notification is sent, the case is automatically passed to a Commission to consider. No late fine will be added.

Handling Discrimination: The FA have appointed new personnel to assist County FA's with their investigations on discrimination matters. For further information, please see page 4 section 1.5 of this report.

Player Insurance: It is now mandatory for all 11 a side grassroots adult Players to be covered (through their Club), by Personal Accident Insurance (See the FA Standard Code of Rules- Open Age – Rule 22).

Match Based Discipline -Suspension Timescales: The automatic suspension now takes effect **14 days** from the date of the dismissal, whether or not paperwork has been received from the County Office.

4.2 Disciplinary Statistics

The following table shows the level of discipline that the County FA Governance Department has processed over the last two seasons (Season 2012/13 and 13/14). It is encouraging to see a reduction in the number of standard charges in the youth game. Discipline in the Youth game remains fairly consistent and is comparatively lower than that received from the adult game. Alarming, the number of misconducts, standard charges (red cards) and cautions (yellow cards) have increased.

Season 2012/13	Adult	Youth	Total
Cautions	13,470	672	14,142
Misconducts	624	17	641
Standard	1,958	122	2,080
Season 2013/14			
Cautions	13,287	691	13,978
Misconducts	676	28	704
Standard	1,999	110	2,109
Difference	Diff	Diff	Diff
Cautions	+183	+19	+202
Misconducts	+52	+11	+63
Standard	+41	-12	+29

*Comparisons were made between 1st May 2013 and 7th May 2014

5. FA National Game Strategy Delivery

The West Riding County FA strategy mirrors the strategic framework of FA National Game Strategy (NGS). This is by no means coincidence but rather a conscious commitment to align our business practices, strategic context and operational cycle to that of the National Association. This is integral in preserving solidarity with the Football Association and is necessary due to the level of conditioned funding received from the National Association on an annual basis.

The WRCFA strategy is based upon the four Goals and two Enablers of the NGS. The key national targets within each of the Goals and Enablers are aligned with the roles and responsibilities of departments within the association and targets are projected for a four year period.

5.1 Growth and Retention

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	12/13	13/14	+/-
Mini Soccer Teams	1038	1043	5
Youth Male Teams	1321	1392	71
Youth Female Teams	151	162	11
Adult Male 11 v 11 Teams	1257	1238	-19
Adult Female 11 v 11 Teams	76	76	0
Male Disability Teams	68	79	11
Female Disability Teams	3	3	0
Total	3914	3993	79

*Total not including affiliated Small Sided Football Teams

** The table above shows the number of affiliated teams across all categories of football on January 1st 2014.

West Riding CFA continues to be successful in delivering National targets with an overall increase of 79 teams across the various formats within the Growth and Retention Key Performance Indicators. Adult Male participation continues to be a challenge and has formed the focus of much of the development intervention strategies delivered throughout the season.

A participation audit confirmed that affiliation figures continue to provide a distorted view of actual participation in the mainstream game (i.e. club and league football) and highlighted the need to reinforce the benefits of our membership offer.

In 2013, the following aims and objectives were achieved within Growth and Retention:

- £115,000 secured from the Football Foundation's Grow the Game Grant to develop 63 new teams of various formats within 23 affiliated clubs. Applications were seeded that supported the development of adult male 11 v 11 and youth female (U11 - U18) teams.
- An alternative adult Male 11-a-side offer via extended U21's and Veterans League provision with 24 new affiliated teams and the introduction of the County FA's first mid-week 'Flexi League' attracting 8 new teams.
- Increased adult male 11-a-side traditional League engagement and support
- WRCFA 'start up' grants secured through The FA Mars Just Play Fund
- 9 Just Play (informal turn up and play) centres established
- Largest number of affiliated adult female 11-a-side teams in the Country with 76 affiliated teams
- Continued growth and expansion of the WRCFA Disability Football Development Programme with 82 affiliated teams

5.2 Raising Standards

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

FA Charter Standard Clubs:

Although the figure fluctuates on a weekly basis, and, at the time of writing this report, the Charter Standard Health Check process is still live, WRCFA currently has 87% of Mini Soccer and Youth Teams within FA Charter Standard Clubs and this is expected to increase to circa 90% once the Health Check process is complete. WRCFA still has the highest number of FA Community Clubs in the Country with 37, an increase of 5 compared to this time last year.

FA Charter Standard Leagues:

Of the County FA's 43 affiliated leagues, 10 currently fulfil the registration criteria for Charter Standard League Status (60% of all teams in the league to be CS).

Junior Leagues: Charles Rice Junior League, Craven Aire and Wharfe League, Garforth Junior League, Harrogate Junior League and Keybury Junior League

Open Age Leagues: County Amateur League, WRCFA U21's, WRCFA Ability Counts, West Riding Women's and the West Yorkshire Senior Leagues.

The Yorkshire Amateur League, Bradford Sunday Alliance League and Selby Junior League are on track to achieve CS status by the end of June. Due to WRCFA's excellent reputation in relation to delivering the FA Charter Standard League programme, the Development Team has also been responsible for supporting the Northern Premier League, Northern Counties East League and the North East Regional Women's Leagues in achieving and maintaining their CS status.

The McDonalds Community Awards: The Awards build on the continued commitment of McDonalds 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.

Category	Winner	Club or league represented
Outstanding Contribution to Community Football Award	Mike Breeze	Craven Aire & Wharfe Junior League
The FA Charter Standard Community Club Award	Brian Wilcox	Thornes Junior FC
The FA Charter Standard Development Club Award	Ravinder Dharni	Albion Sports Juniors
The FA Charter Standard Club Award	Craig Gilmore	The Hunslet Club
The FA Charter Standard League Award	Ewart North	Harrogate & District Junior League
Volunteer of the Year Award	Paul Whitehead	Shipley / Salts FC
Young Volunteer of the Year Award	Harvey Lockwood	Battysford Sporting Club

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 continues to deliver a comprehensive and accessible generic course programme. The following were delivered in 2013:

Coaching Courses	FA Youth Awards	Workshops
<ul style="list-style-type: none"> FA Level 1 (CCF) = 30 x 24 Candidates = 720 qualified FA Level 2 (CCF) = 3 x 30 = 90 qualified Introduction to Futsal Courses = 2 x 16 = 32 qualified Coaching disabled footballers = 1 x 20 = 20 qualified Goalkeeping level 1 = 2 x 16 = 32 qualified <p>894 individuals qualified</p>	<ul style="list-style-type: none"> FA Youth Award Mod 1 = 10 x 24 = 240 qualified FA Youth Award Module 2 = 4 x 20 = 80 qualified <p><i>The FA Youth Award Courses were provided FREE to candidates.</i></p> <ul style="list-style-type: none"> Junior Football Leaders = 3 x 16 = 48 qualified <p>368 individuals qualified</p>	<ul style="list-style-type: none"> Emergency 1st Aid = 69 x 12 = 828 qualified Basic First Aid For Sport = 1 x 20 = 20 qualified Safeguarding Children = 55 x 24 = 1320 qualified Welfare Officer = 4 x 12 = 48 qualified <p>2216 individuals qualified</p>

WRCFA also delivered the most extensive in-service and CPD (Continued Professional Development) workshops and events to date.

Continued Professional Development Programme 2013-14	
FA Youth Review Update FA Youth Award/Future Game Introduction Futsal Taster FA Skills Team Workshop Level 1 to Level 2 Transition Use of 4v4 in Training Exploring Attacking Principles League Managers Association Event Introduction to Coaching Goalkeepers Pre-Season Training support Match Day Management Using Futsal as a Development Tool	Transition Support Workshop – Bespoke course for the Harrogate Junior League FA Youth Development Review Support Day Community & Development Clubs Workshop - Supporting and Developing Coaches FA Skills Team Festival Workshop FA Skills Team Festival FA Skills Team Workshop - Developing Club Philosophies Defending Principles in 11 v 11 Turning Possession into Goals Fitness in Football Attacking Principles Working with Attackers

5.4 Facilities

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

The Football Foundation is the largest sports charity in the UK. It works in partnership with the FA, Premier League and Government (via DCMS) to invest £30m annually into grassroots sport. WRCFA are tasked with working alongside the FA and the FF to deliver a strategic plan of capital investment into facilities locally and have been successful in accessing £1,444,126 from a regional allocation of £3m. The total investment across the County in season 2013/14 in relation to project costs is £2,257,264.

The WRCFA Development Manager continues to work with The FA Regional Facilities and Investment Manager in identifying and delivering strategic priority projects across West Riding, in partnership with all 8 Local Authorities, on a very limited budget.

The County FA are also working with Local Authorities in addressing the issue of Public Sector Spending Cuts in order to minimise the risk to football with 80% of our football pitches being owned by the public sector.

A comprehensive monitoring and evaluation / support programme of all Football Foundation funded sites across West Riding has also been implemented with 13 x projects receiving a formal monitoring and support visit.

Listed in the table below is the Capital Investment Projects WRCFA has supported during 2013/14:

District FA	Goalpost Investment	RESPECT Resources	Capital Projects	Total
Barkston Ash:	£295	£228	£99,701	£100,224
Bradford:	£5,330	£639	£376,983	£382,952
Castleford:	£1,203	£285	£0	£1,488
Craven:	£262	£114	£49,622	£49,998
Goole and Thorne:	£6,519	£342	£0	£6,861
Halifax:	£2,388	£0	£8,250	£10,638
Harrogate:	£1,440	£114	£111,017	£112,571
Heavy Woollen:	£844	0	£0	£844
Huddersfield:	£1,889	£273	£706,751	£708,913
Keighley:	£0	£114	£0	£114
Leeds:	£6,088	£216	£49,701	£56,005
Wakefield:	£3,709	£0	£0	£3,709
Wharfedale:	£843	£419	£8,547	£9,809
Total	£30,810	£2,744	£1,410,572	£1,444,126

Andrew Wadsworth – County Development Manager

5.5 Workforce: Referees

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

- The number of registered referees at the end of the year end totalled 1,228, a slight increase on the previous year.
- Continued development of the Referee School of Excellence in which 22 of the best referees (Level 4 and below) were selected through an application and interview process.
- Four referees once again represented WRCFA abroad at the Iber Cup in Portugal.
- The Referee Academy (age 14-17) now provides the match officials for all academy games at Bradford City. The feedback from Bradford City has been extremely positive and we envisage that two of the Academy will make the step up to the School of Excellence for next season.

- A mapping exercise was conducted to determine the number of games across county that are refereed by qualified, registered referees. Open age football maintains an encouraging coverage of 97% (up 1% from last year).
- Delivered Mini Whistlers and Referee workshops within Primary and Secondary schools. Over 400 children aged 9-17 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 and Respect as a whole.

Referee Associations have been a big focus for the department this year and great successes have been achieved. This season saw the rebirth of Halifax RA which has quickly become a thriving association. Barkston Ash RA (BARA) was awarded the QUEST Silver Award, only the second association in the country to be recognised at this level. BARA has recently returned from a tournament in Dubai in which four of their referees were invited to referee. Heavy Woollen RA and Barkston Ash RA are again travelling to the Iberian Peninsula to officiate in youth competitions in the area.

The annual RAFA Event was held at Bradford City FC on Thursday 10th April 2014. Guest speakers were Trevor Massey (former Premier League Assistant Referee and current Cheshire RDO) and Howard Webb MBE. The evening was attended by over 200 referees, which is a huge record for WRCA and was one of the largest RAFA events across the country in 2014.

Roll of Honour

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

Promotions: 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.

Appointments	Promotions
<ul style="list-style-type: none"> • Martin Atkinson (Heavy Woollen) – Capital One Cup Final Referee (Manchester City v Sunderland) • David Coote (Halifax) – FA Vase Final Referee (Sholing v West Auckland Town) • Jon Moss (Wharfedale) – FA Youth Cup Final Referee (Chelsea/Arsenal v Fulham) • Tom Nield (Huddersfield) – FA Sunday Cup Final Assistant Referee 	<ul style="list-style-type: none"> • Nine referees have been nominated to the FA for promotion to Level 4

Steve Rhodes: Referee Development Officer
Bobby Madley: Referee Development Officer

5.6 Safeguarding Children

Affiliation & Agreed Action Plans 2013-2014

The County Welfare Officer continued to work closely with the Governance Department to ensure that all Junior Clubs who affiliated for season 13-14 had a fully compliant CWO. Agreed Action Plans (AAP) were put in place with **26** junior clubs, given a three month period to ensure full compliance. Of these 26 AAP’s, as of April 2014 only **three** clubs remain part compliant.

Welfare Officer Compliance.

The County Welfare Officer works closely with all League and Club Welfare Officers to ensure that all CWO mandatory requirements are achieved. As of April 2014, the figures are as follows.

League Welfare Officers: 22

Fully Compliant YLWO: 20 (89%)

Part Compliant YLWO: 2 (11%)

Club Welfare Officers: 412

Fully Compliance: 382 (92%)

Part Compliant: 25 (6%)

Non-Compliant: 5 (1%)

Whilst not a mandatory requirement, larger clubs and Charter Standard Clubs have been encouraged to consider having Assistant CWO's. To date we have **48** Assistant CWO's.

Ongoing Case Work / Poor Practice issues / FA Case Management Cases

This area forms the bulk of the CFA Welfare Officer's work programme.

Poor Practice / Abuse cases received from May 2013-May 2014	Total number
Total Poor Practice / Case Management cases received	193
Cases referred to the FA Case Management Team	29
Individuals issued with suspensions from the 29 above cases	17
Total Strategy Meetings attended with the Local Authority and or Police force	18
Non Compliance (CRC Disclosure content) Suspensions issued by FA Case Management Team	44
Cases co-worked with Disciplinary Department	20
Cases co-worked with the Referees Department	16

Welfare Officer Support Services

Throughout 2013-1, the following courses have been delivered to support the volunteer workforce,

Social Media workshops: x 6 = 42 attendees

Member Services information workshops: x 2 = 68 total attendees

Stand-alone club CRC verification workshops: x 14

CRC verifier guidance evening: x1

Safeguarding Online (Member Services): The Safeguarding Online facility enables CWO's to enquire as to the Safeguarding status of individuals at the club and tells the CWO who's CRC or Safeguarding Certificate has expired. WRCFA has one of the highest usages of all Counties with a total of **1459** hits in the last 12 months.

Safeguarding Re-certification: The online Safeguarding re-certification process is extremely well utilised by coaches and volunteers within WRCFA. Over 10,000 free online Safeguarding credits were issued to Charter Standard Clubs during 2013.

CRC verification / online verification: The FA CRB unit is striving to achieve all Junior Clubs will be using the online facility by the end of the 2015 season.

Currently we have **236 out of 412** Junior Clubs registered and one of the top five Counties for registered clubs.

Paul Ratcliffe: County Welfare Officer (CWO)

6. Special mentions:

It is with great sadness that I report the loss of Council Member Bob Leedham of Halifax DFA and Halifax Sunday Football League. Bob was a true gentleman and a credit to football. He will be missed by all.

We gratefully acknowledge the generous assistance and valuable information provided to us by our Financial Advisor David Wood. His patient, methodical and honest approach is refreshing. On behalf of the Board I thank him for his support and guidance.

Sincere thanks to Barry Chaplin and Bob Secker in their respective roles as Chairman and President. I am indebted to their support and continued solidarity.

The WRCFA Board of Directors continues to challenge the position of the association and strive to ensure that the company remains relevant to the membership and efficient in meeting the changing demands of the game. Thanks are noted and recorded for their support throughout the year: Bob Secker (President), Barry Chaplin (Chairman), Albert Dent, David Fuller, Eric Beedham, Mick Beeby, James McAulay, James Dolamore, David Rose, Martin Sheriff.