



**AGM Report**  
May 2014 – May 2015  
Annual General Meeting  
12<sup>th</sup> May 2015

## 1. Chief Executive Opening Comments

Modern association football is an animal in the throes of rapid, and sometimes painful, evolution. Where once football was uncontested for its spot in the nation's affections, the environment in which we live is increasingly defined by societal pressures such as reduced disposable income and leisure time and we are now subject to a battle of natural selection with other sporting and non-sporting opportunities.

The boundaries between provider, player and public continues to blur and sports customers are increasingly viewed (and view themselves) as both consumers and producers. Our customers (players, clubs, leagues, Coaches, Referees) shape and define the sport product that is football.

Invariably consumers will engage with businesses whose beliefs are aligned with their own, irrespective of if they have an innate need for these products and services. This is particularly relevant to WRCFA which functions to preserve and develop 'the product' by providing services on a non-profit basis to members (and in WRCFA's case 'affiliates') that own and essentially govern it.

Affiliating to WRCFA is a regulatory requirement for all grassroots teams. That being said, it is imperative that we foster a symbiotic relationship with our customers in order to preserve and strengthen the membership and lead by influence and reputation rather than using the 'stick' afforded to us under the rules and regulations of the FA nationally.

I continue to strive to lead WRCFA to become an 'Inspired organisation' that acts from the inside out and to fully align our business strategy to the concept that customers don't buy **what** we do; they buy **why** we do it and **what** we do simply proves what we believe.

### 1.2 Council Developments

Prior to 2000, WRCFA operated as a volunteer driven Association, with 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 22 professional paid staff, resulting in a shared leadership model and a transition towards a strategic management system delivering sports services in a more 'business-like manner'.

Fundamentally, the association is a membership organisation that should function to meet the needs and expectations of the membership. Therefore, it is fundamental that the corporate governance structure of WRCFA perpetuates a representative democracy to allow the Association to effectively understand the changing external environment to ensure strategic decisions are informed and reflect the feedback from stakeholders (Clubs, Leagues, and Players etc.).

To this end, In May 2014, the WRCFA Articles of Association were updated to include the following new voting members elected independently of District Associations,

- 2 x nominated representatives from Junior/Youth (U7-U18) Leagues
- 2 x nominated Representatives from Open Age Leagues (U19+)
- 1 x nominated representative from the WRCFA Youth Council – The Youth Council is a group of young people age 14yrs-24yrs who help shape some of the project work that we deliver.

League representatives are democratically elected by leagues themselves. The elected representatives have a mandate to convey the thoughts, views and opinions of all other sanctioned leagues. Representatives serve for a one year term and are eligible for re-election.

### **1.3 England Commission / England DNA (Future priorities)**

Our strapline “Together we are Football” in part serves to address the ‘Unconscious Uncoupling’ of Grass Roots football and the professional game. Following the perceived failings of the England national team, there is a growing emphasis on the need to address the problems at the heart of grassroots football.

The England Commission named Facilities and Coaching as the top two priorities for the National Game. The FA Chairman Greg Dyke has proposed an overhaul of grassroots facilities in England. Specifically more 3G artificial pitches to create a new sustainable approach so that the sport is less reliant on local authority subsidies. To this end, the Government, The FA and the Premier League have committed to joining forces to build more state of the art 3G pitches in 150 sport hubs across 30 cities over the next five years.

Last December the Government announced that it would invest an additional £50 million into football’s grassroots over the next five years - with £8 million a year going into facilities and £2 million going into coaching. The FA agreed to match-fund this investment with £50 million going into facilities over the next five years. The Premier League (arguably the most challenging, yet lucrative piece of the jigsaw) has committed to invest in facilities as a funding priority through to at least 2019.

The government, Premier League and FA’s investment will be in addition to the £102 million funding already going into the Premier League and FA Facilities fund over three years from 2013/14, that is administered by the Football Foundation.

The plan involves building 150 sport hubs in 30 of England’s largest cities, increasing the number of full-size, publicly accessible 3G pitches in England by 50 per cent to over 1,000.

The government’s £2 million a year investment into coaching will pay for new coach educators, two new bursary programmes to support at least another 100 women and 100 additional BME coaches to gain FA qualifications, as well as increasing the number who take Level 2 and Youth Award badges. The investment will also help 6,000 primary school teachers a year undergo formal FA accredited training.

### **1.4 National Game Strategy 2015-2019**

WRCFA is in a transitional phase in its evolution in becoming a modern, inclusive and relevant organisation. In reality the terms ‘evolution’ and ‘revolution’ have become somewhat interchangeable with the former being the more preferable, yet regrettably not always the most feasible.

In light of the fact that WRCFA had no defined values, a natural starting point to the ‘evolution’ process was to establish a set of unique values that reflects our principles, defines who we are and provides the framework from which all our activities stem.

#### **Care**

We're passionate about delivering an exceptional football experience

#### **Simplicity**

We keep communication easy to understand and make our processes uncomplicated.

#### **Transparency**

We make our decisions and actions open, honest and consistent.

#### **Accessible**

We are reliability there when we need to be.

#### **Relevant**

We understand the views and needs and expectations of everyone involved in football.

### 1.4.1 Strategic Priorities 2015-19

#### Sustaining and growing participation

- Raise standards and provide useful services to clubs and leagues
- Modern and flexible formats of football
- Reduce the decline of adult male 11v11
- More participants from underrepresented groups

#### Better training and playing facilities

- Improve facility planning and protection
- Maximise football outputs of FF funded facilities
- Develop new and improve facilities (including more 3G's and improved grass pitches)
- Support facilities owners to improve management and maintenance of facilities

#### Player development

- Comprehensive coach education programme and ongoing support to coaches
- Support FA Skills Programme
- Support player pathways

#### Football workforce

- Make the role of the volunteer as easy as possible
- Implement technology solution to support members
- Increase the coverage of referees
- Meet our responsibilities to protect the welfare of all members

### 1.5 Inclusion and Anti-Discrimination Group

We are committed to ensuring that grassroots football fairly reflects the demographics of West Riding. Following the release of the FA's Anti-Discrimination Action Plan (2012), making recommendations to County FA's on equality, social inclusion and representation, we have revised our procedures and structures to implement two key projects: an Inclusion Advisory Group (IAG) and a Local Football Anti-Discrimination Panel (LFADP) to oversee the wider aspect of Equality in relation to the County FA Business. Volunteer support is required for both projects to ensure their success.

The IAG functions to provide advice, guidance and recommendations to our Board, critiquing the work of WRCFA, embedding good practice with regards to all equality matters into the County Strategic and Operational Plan and ensuring the population we serve receives fair and accessible football opportunities and services.

The IAG also assists the WRCFA to measure the impact of equality and anti-discrimination work in line with English Football's Inclusion and Anti-Discrimination Action Plan and the Preliminary Level of the Equality Standard.

#### IAG Members

Sharron Sandhu (Kaur)	Humayun Islam	Paul Gorman
Samir Butt	Nirvair Gill	Akif Waseem
Paul Young	Qari Qasim	Yunus Lunat
Soyeb Yusuf		

Members of the IAG are expected to:

- Widen football's talent by tackling under-representation and so increase the diversity of football's talent pool
- Clarify anti-discrimination regulations and sanctions, to create clarity and understanding around the regulations and sanctions related to discriminatory behavior
- Instill confidence in reporting discrimination and to generate confidence in the reporting and subsequent handling of discrimination cases and be transparent with the outcomes
- Increase knowledge, awareness and understanding of equality and inclusion – and what constitutes discriminatory behavior within football, providing information, guidance and training

## 1.5 Customer Insight: Marketing and Communications

Football in 2014 is a complex, multimedia driven business, attracting a broader (and arguably more middle class) mix of stakeholders. What previously was a predictable, controlled environment, sports development/governance is now subject to the same consumer demands as any other industry. Crudely speaking, if football participation and WRCFA are going to survive let alone get back to 'the good old days', it is imperative that we understand the modern world and maximise mutual benefit opportunities.

The primary vision of WRCFA is,

**'To create enjoyable experiences and help form lasting memories through football'**

The term 'enjoyable' is somewhat ambiguous and can mean different things to different people, however based on the premise that we are a customer driven association, it seems reasonable that we start at the customer's perception of quality and work backwards. Enjoyment lies in the opinions and perceptions of the beholder and therefore to have any chance of putting on a 'good show', it is imperative that we understand their expectations from the outset.

WRCFA have invested significant time and resource into delving into the minds of our stakeholders. Throughout 2013, the association embarked on a fact finding mission to canvas the thoughts, feelings, opinions and expectations of our stakeholder groups.

External Communication at WRCFA has improved significantly throughout recent years and the association has been active in exploiting both the traditional and modern menu of communication tools available to engage effectively in meaningful dialogue with stakeholders. The external communication challenge is twofold,

1. **How we communicate** –Each market sector has a preferred method of communication (SMS, email, social media, face to face etc.)
2. **What we communicate** – Each market sector requires/is interested in different information, products and services

The association has a strong Twitter, Facebook and YouTube presence. In terms of 'active' presence, the association provides content (tweets) 7 days per week and uses techniques to increase followers and engage existing followers in both proactive and reactive conversation. Using online tools such as Tweet deck and Hoot suite the association is able to build an informed, sophisticated approach to social media interaction.

The appointment of a skilled Press and Communications Officer (appointed July 2014) has enabled the association to establish relationships with key individuals within radio and printed press at both a local and national level. There is a clear commitment to improving credibility and trust by ensuring honest, measured and timely interactions with stakeholders. Whilst in its infancy, this area of is already proving to be an integral part of the association's external communications strategy.

Whilst the association has matured significantly in its approach to interaction with external stakeholders, internal communications remains an area in need of development. Once perceptions become established in the public's mind it can be difficult to alter. Until such time as all staff are fully indoctrinated into the improved communication process there is a risk of stakeholders receiving conflicting experiences in their interactions with the association..

In summary, modern football attracts a multitude of stakeholders, each with competing, and often conflicting, expectations of the service they receive but united in their sense of entitlement. WRCFA must continue to demonstrate an improved commitment to refining the offer in order to remain relevant to all those involved in the game. Choosing not to prioritise professional development of staff or failing to adapt to the rising demands of stakeholders could put the association at risk.

## **2. Clubs Report**

### **2.1 nPower Football League**

Huddersfield Town and Leeds United enjoyed mid-table finishes to their season and retain their place in the Championship.

Bradford City finished 11<sup>th</sup> in their first season back in League One.

### **2.2 National Conference**

Halifax Town had a highly successful first season in the National Conference, finishing 5<sup>th</sup> and reaching the Play-Offs. They were unfortunately beaten over two legs by eventual Play-Off winners, Cambridge United but expectations were certainly surpassed.

Halifax Town also reached the First Round Proper of the FA Cup, going out 4-1 away at League One MK Dons.

### **2.3 Conference North**

Guiseley were again so close to promotion after losing 2-1 in the last minute against Altrincham in the Play-Off Final. Bradford (Park Avenue) had a safe first season back in the division following promotion the previous year with a 10<sup>th</sup> place finish. Harrogate Town finished in 9<sup>th</sup> position ensuring all would be in the division again next season to hopefully battle for promotion.

### ***EvoStik Divisions***

#### **2.4 Div 1 North**

This season unfortunately saw the end of Wakefield FC. Having finished bottom of the league and conceding 127 goals, Wakefield folded and no longer exist. Ossett Albion also finished in the relegation places but was reprieved after Cammell Laird resigned and returned to the North West Counties League. Farsley, Ossett Town and Harrogate Railway enjoyed mid-table finishes.

#### **2.4 Northern Counties East**

Brighouse Town were crowned champions on 101 points and promoted to the EvoStik Division 1 North. Tadcaster finished 2<sup>nd</sup> on 97 points however following a deduction of points for fielding an ineligible player they slipped to a still creditable 3<sup>rd</sup> place.

Albion Sports, Thackley, Garforth Town, Glasshoughton Welfare, Armthorpe Welfare and Liversedge finished comfortably in the league and retain their places for next season.

The First Division saw all of our teams finish safely and will all contest the league next season, hopefully with some success. Knaresborough Town finished an impressive 6<sup>th</sup> in their first season at this level following promotion from the West Yorkshire League the year before.

### 3. Cup Competitions

We offer our congratulations to all 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.

<b>Competition</b>	<b>Winners</b>	<b>Finalists</b>
County Cup	Eccleshill United	Harrogate Town
Challenge Cup	Field	Steeton
Challenge Trophy	Settle United	Honley
Sunday Cup	HT Sports	Ferrybridge Progressive
Sunday Trophy	Wellington Westgate	Northorpe United
Women's County Cup	Bradford City	Leeds United
Minor Cup	Wharfedale FA	Keighley FA
Junior Cup	Halifax Irish JFC	Gipton Juniors
Junior Trophy	Moorends Hornets & Stingers	Glen Juniors
Junior Shield	Lepton Highlanders	Springhead
Girls Junior Cup	Idle Junior Girls	Howden Clough Girls
Girls Junior Trophy	Farsley Celtic Girls	Castleford White Rose

The attendances at the various matches again enabled the respective Committee 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.

Entries for the 2014/15 season were again at an encouraging level, which demonstrated the strong support for the County FA competitions.

We were pleased 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 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 to Leeds United. Both teams expressed their delight at being given the opportunity to play at this venue.

Our congratulations went to those 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.

The following changes to County Cups will be introduced for the forthcoming season,

#### 1. **Streamlining the administration – Online forms rather than downloadable**

The current process, reliant mainly on posting paperwork, is antiquated and error prone. Creating online information packs for clubs, containing competition rules, team sheets and easy to complete match report forms is a key step we must take next season.

#### 2. **Simplifying the rules for each competition**

As well as making the competition rules more easily accessible, and clearer in their wording, we will publish a list of the most common discrepancies which clubs have fallen foul of in previous years. This transparency and openness will help clubs avoid common pitfalls, and help dispel myths which consider our processes uncertain and our decision making imbalanced.

#### 3. **Continuing to source quality venues for our senior competitions**

By working more closely with our senior clubs, both within the professional game and within the higher echelons of grassroots football, we will create partnerships which allow us use of their venues for our competition finals. For example, the West Riding U21 League is now a breeding ground for a number of semi-pro academy teams who are all closely affiliated to clubs with their own facilities and venues.

**4. Continue to apportion gate receipts between the two competing clubs**

To increase the attendances at fixtures is a key priority. By better publicising the finals which take place at Fleet Lane we endeavor to attract more members of our grassroots leagues, and hope to present a product capable of attracting the whole football family. For this to be effective, we have to make the product as attractive as possible through our marketing efforts, and also ensure that we build value into the spectator experience.

**5. Sponsorship – Improving the experience for players**

Competition sponsorship generates brand awareness and improves the experience for players, club officials and spectators. If we can create an attractive product for a sponsor, where cup competitions are seen as part of a wider partnership, then we will be able to utilize our partner's brand to add value to the spectator experience. By engaging with key strategic partners, we can align the wants and needs of our participants more closely to the brands we engage with.

Eric Beedham  
**Cup Competition Committee – Chairman**



## 4. Discipline

### 4.1 Changes to the Disciplinary Regulations season 2014-15

Changes included, but were not limited to,

**Wrongful Dismissals:** Changes have been made to permit wrongful dismissal claims at steps 5-7 and below without having to submit video evidence. Providing DVD/video footage is no longer mandatory but must be provided if available and must show that the match official made an obvious error. A successful claim will need to demonstrate that the match official made an obvious error in dismissing the player from the field of play. A dismissal from the field of play for S6 (using offensive language and/or insulting and/or abusive language and/or gestures) or S7 (receiving a second caution in the same match) is not within the criteria for a claim.

The deadlines for appeal and submitting evidence have also been amended to be more beneficial for clubs operating at Steps 5 to 7 and below. Appeals will still be heard before any suspension is due to commence.

**Mistaken Identity:** Mistaken Identity claims can be made if the referee cautions the wrong player or if the Referee sends off the wrong player from the field of play. Clubs must notify the County FA of their intention to appeal by 5pm on the second working day following a match. A club must submit written reasons and any supporting evidence and the appeal fee to the CFA by 5pm on the 4<sup>th</sup> working day following the match. If a claim is successful, the appeal fee will be returned and the suspension/fine will be removed from the incorrect player's record and transferred to the correct player.

**Due Diligence defense for clubs charged under FA Rule E20:** For a charge against a club in respect of misconduct by spectators, a club will not be found guilty of misconduct if it can show all events; incidents or circumstances were the result of circumstances over which it had no control, or for reasons of crowd safety, and that it had used all due diligence to ensure that responsibility was discharged. In order to achieve compliance with article 58 of the FIFA Disciplinary Code, FA Rules have been changed to a strict liability approach, so that the 'due diligence' defense as outlined above shall not apply for clubs subject to an E20 charge for misconduct by spectators including direct or indirect reference to ethnic origin, color, race, nationality, religion or belief, gender, gender reassignment, sexual orientation or disability.

**Spitting:** The standard charge for spitting has been increased to 6 matches.

**Whole Game System:** Improving the efficiency of the disciplinary process is fundamental to the continued development of the Whole Game System and over the coming months, core discipline processes will be integrated into the system. As such, by the end of the 2014-15 season, clubs will be able to,

1. Receive and acknowledge discipline reports online
2. Accept charges and pay electronically
3. Maintain player discipline records online
4. Maintain suspension records online

Unlike in previous years, all elements of discipline can have different due dates even if you receive them within the same club statement. The simplest way to stay on top of your discipline and to avoid any late fines or further sanctions is to remember that you must respond to a case(s) as soon as you receive the notification of the charge or you will receive an automatic £20 fine.

Should a club fail to respond on time to any of these elements, late fines are automatically added at midnight of the due date. It is vital that clubs familiarise themselves with the timescales to respond to charges as they are no longer linked to the traditional 'Friday deadline'.

Standard Charge (red card) =	7 days from the date printed on the paperwork
Caution (yellow card) =	14 days from the date printed on the paperwork
Misconduct =	14 days from the date printed on the paperwork

The Whole Game System will be available for all clubs to deal with their discipline and pay fees online from the commencement of the 2015/16 season.

**1- Log in via the Club Portal**

You will need to use your FAN (Football Association Number) or email address.

**2- Click on your role as "Club Secretary" and follow the "Discipline" tab**

You can respond to each case individually.

**3- Check all player information is still correct**

Player information may already be populated. You can check that the information is correct and you can amend any information where necessary.

**4- Respond to each charge accordingly**

By linking to the referees report, the system will ask you to respond to each case.

**5- Pay**

Online payment is provided through Barclaycard’s Smartpay, a reliable and secure system that is used extensively across the world

**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 2013/14 and 14/15).

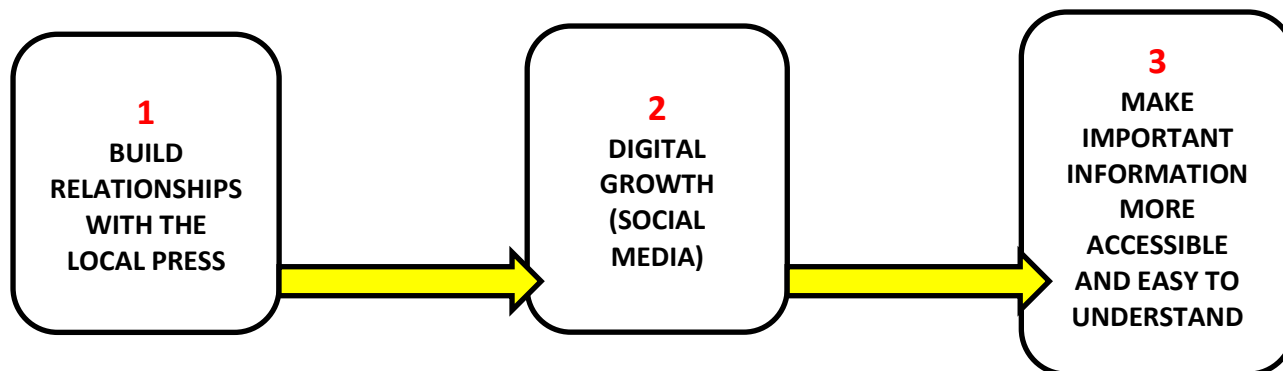
<b>Season 2013/14</b>	<b>Adult</b>	<b>Youth</b>	<b>Total</b>
Cautions	12,907	669	13576
Misconducts	660	27	687
Standard	1936	105	2041
<b>Season 2014/15</b>			
Cautions	12,565	458	13023
Misconducts	439	27	466
Standard	2000	105	2105
<b>Difference</b>	<b>Diff</b>	<b>Diff</b>	<b>Diff</b>
Cautions	-342	-211	-553
Misconducts	-221	-	-221
Standard	+64	-	+64

**\*Comparisons were made between 8<sup>st</sup> May and 15<sup>th</sup> April**

It is encouraging to see a reduction in the number of cautions in the adult game. Discipline in the Youth game remains fairly consistent and is comparatively lower than that received from the adult game. Standard charges (red cards) are slightly up on compared to last season; however the number of misconducts reported has reduced which is a positive step in the right direction.

## 5. Marketing and Communications

Key targets for 2014/15 were as follows:



### 5.1 Target 1

Overall, this area of work has been highly successful. Relationships have been strengthened, and others created, through a regular stream of communication and mutual goodwill. The written press in particular are now in weekly contact and as an association we will be shaping up to 25% of “The Goals” supplement in the YEP as of ‘15/’16. This reaches 200,000 readers each week. The Harrogate Advertiser is also continuing their campaign to revitalise grassroots football in the area, an initiative we gained support from via a letter from Greg Dyke.

This season has been challenging establishing relationships where they haven’t previously existed. Particularly with publications who have been somewhat damning in previous years. It has also been noted that with the new commitments to provide content for publications, we have struggled to meet copy deadlines at times.

Working on behalf of key partners, including the YEP, Telegraph and Argus, Harrogate Advertiser and a number of local radio stations, we are establishing League Media Officers to help support the work of local clubs and leagues. By the start of the new season, we would hope 12 adult leagues would have a designated LMO in place to help support the promotion of their work, and that of their member clubs.

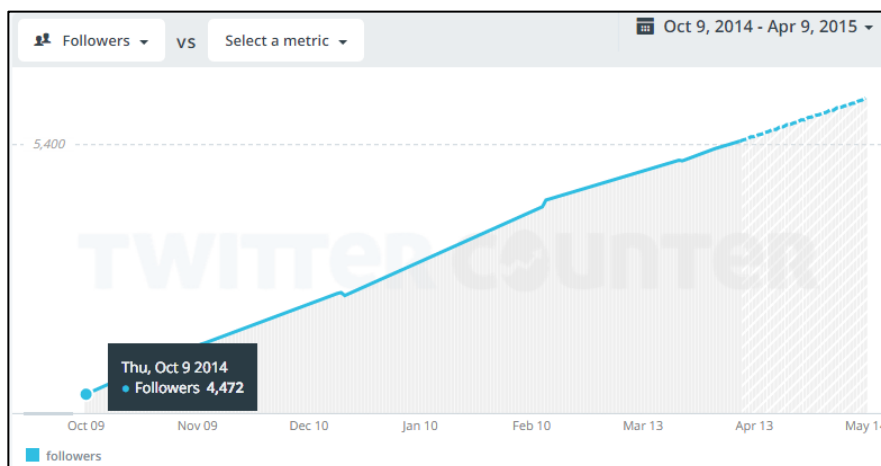
### Testimonial

**Yorkshire Radio & LUTV** - “Ever since Daniel first made contact we have struck up a strong relationship which has served us both well. Daniel came to me with some original ideas and took time to understand, from my point of view, what the WRCFA could do better and improve their media presence.

Overall I've found it refreshing and incredibly productive to have someone like Daniel be pro-active and reach out to the local media, helping inform and educate the work of the WRCFA to a wider audience.” ~ *Thom Kirwin, Yorkshire Radio & LUTV*

### 5.2 Target 2

We have achieved major growth over the last 12 months on social media, illustrated by the 100% increase in Twitter followers. We are now achieving a daily average of 5 new followers. Taking out an initial spike in activity (July – October) which was to be expected, we have maintained a steady and impressive growth over the last 6 months. Judging by the number of impressions we are making, we appear to have achieved a constant level of digital growth which is now easier to predict.



**E.G**

October 9 2014 - **4,472 followers** | April 10<sup>th</sup> 2015 – **5,410 followers**

Projected May 14<sup>th</sup> - **5,573 followers**

We’ve also established new channels, including a much more visible and accessible YouTube channel. The “instructional” videos we have created which guide users through topics such as Online Registration, Club Affiliation and the Charter Standard Health Check have amassed over 2500 views.

With a growth in our social media activity, we are engaging more than ever with our members. Positive as this is, it does bring inherent problems as a lot of the engagement happens “out-of-hours”, most being late evening and on a weekend. At these times, especially when queries are relating to governance issues it can be difficult to provide answers. On a similar note as we engage more online, with the increase in positive comments we naturally experience a rise in complaints.

Continue to grow our social media presence, creating more engaging content. We are still quite transactional with our content, and should create more content aimed at 2-way communication.

**5.3 Target 3**

Creating a new standardised layout and simplifying the vocabulary used when communicating information around Affiliation, Discipline and Whole Game System has proven successful.

Also, the creation of the Online Library has been hugely successful, as it is now 3<sup>rd</sup> most visited page on our website (82,411 page views in March)

Page Title ?	Pageviews ? ↓	Unique Pageviews ?	Avg. Time on Page ?
	<b>919,317</b> % of Total: 100.00% (919,317)	<b>621,312</b> % of Total: 100.00% (621,312)	<b>00:01:02</b> Avg for View: 00:01:02 (0.00%)
1. <a href="#">Members' Services</a>	<b>167,202</b> (18.19%)	<b>103,979</b> (16.74%)	00:00:59
2. <a href="#">West Riding County FA   WestRidingFA</a>	<b>116,272</b> (12.65%)	<b>86,069</b> (13.85%)	00:00:48
3. <a href="#">Online Library</a>	<b>82,411</b> (8.96%)	<b>48,558</b> (7.82%)	00:00:22
4. <a href="#">Participant</a>	<b>73,497</b> (7.99%)	<b>29,942</b> (4.82%)	00:00:58

As much as we aim to communicate clearly, some of our processes aren’t particularly transparent. We also struggle to prioritise information on the website.

Daniel McGeachie

**Press and Communications Officer**

## 6. 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 FA 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 a department(s) within the Association.

The Senior Management Team and Board of Directors define the long term vision of the association and the respective departments are responsible for developing an annual operational plan that articulates the objectives, targets and tactics to be delivered in the forthcoming year.

The National Game Strategy 2012-15 (NGS) builds on the success of the NGS 2008–2012 and sets out the vision for success for the National Game by the end of 2014-2015. The NGS identifies the strategic priorities and targets using both quantitative (numbers) and qualitative (experience and quality) measures against which The FA track progress over the four year period.

The NGS aims to increase the quantity and quality of football participation for all and to raise standards of behaviour. It is the responsibility of WRCFA to develop and deliver a fit for purpose strategy for football across the County. This section highlights the achievements, priorities and challenges in the County's delivery of the NGS 2012-15 in its final year.

### 6.1 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 a Customer Relationship Management System (CRM). 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 as at the January 2015.

Category	13/14	14/15	+/-
Mini Soccer	1043	1105	+62
Youth Male	1392	1472	+80
Youth Female	162	171	+9
Adult Male	1238	1151	-87
Adult Female	76	63	-13
Male Disability	79	100	+21
Female Disability	3	7	+4
<b>Total*</b>	<b>3993</b>	<b>4069</b>	<b>+76</b>

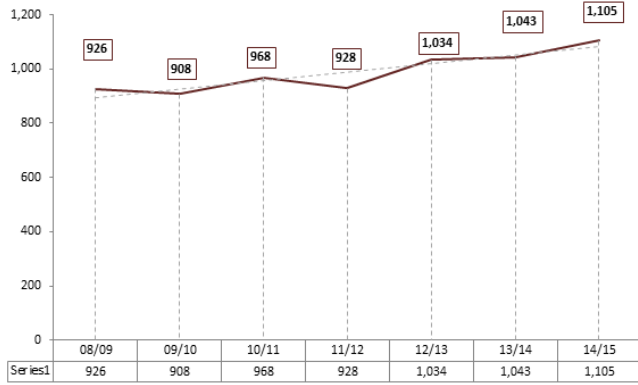
*\*Total not including affiliated Small Sided Football Teams*

*\*\*The table above shows the number of affiliated teams across all categories of football on January 1<sup>st</sup> 2015*

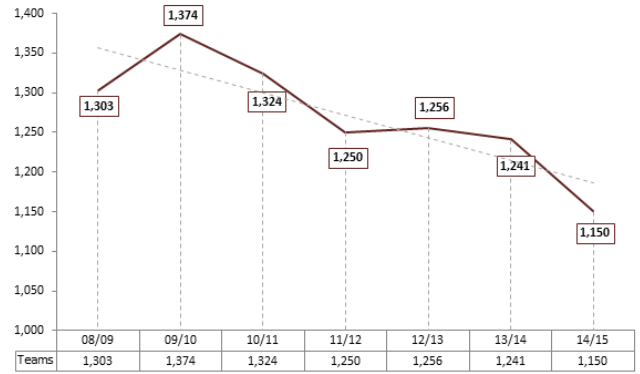
West Riding CFA continues to be successful in delivering the targets locally and exceeding national targets with an overall increase of 76 teams across the various formats within the Growth and Retention Key Performance Indicators. This in addition to the 79 new teams created the previous year.

The graphs below show the trends in participation data collated via the affiliation process since 08/09 season.

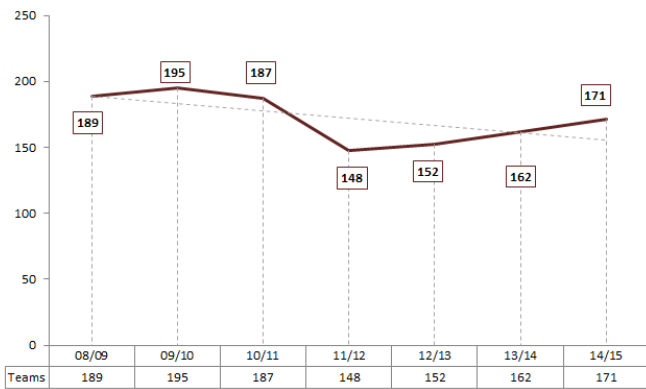
**Mini Soccer**



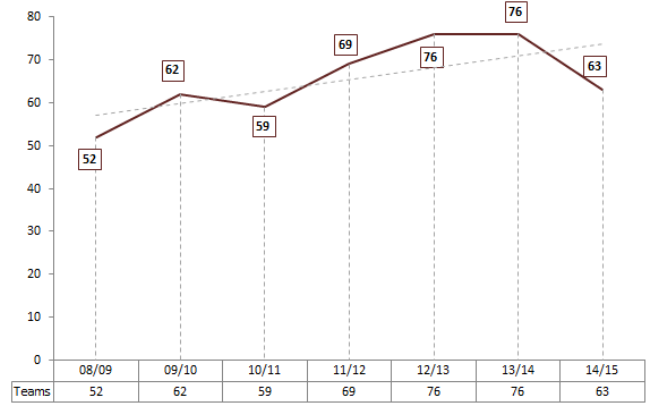
**Adult Male**



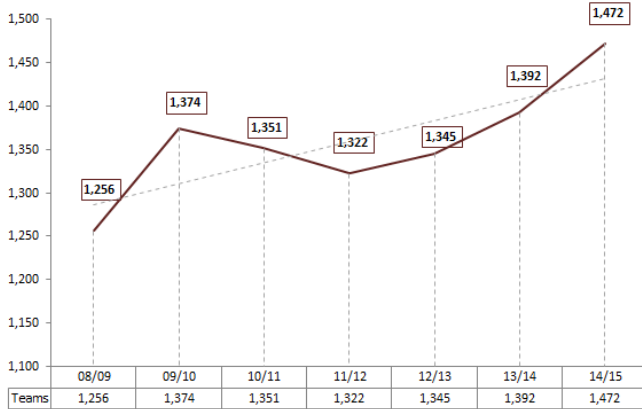
**Youth Female**



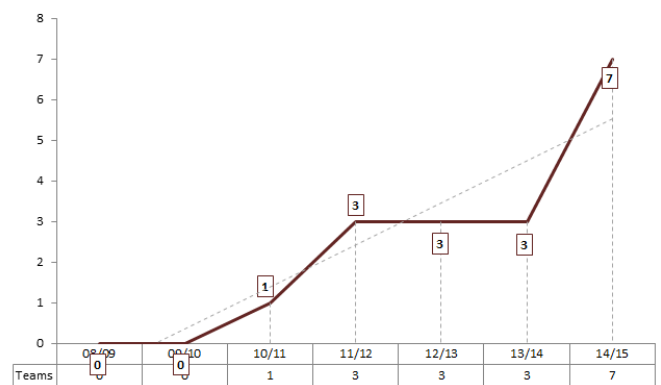
**Adult Female**



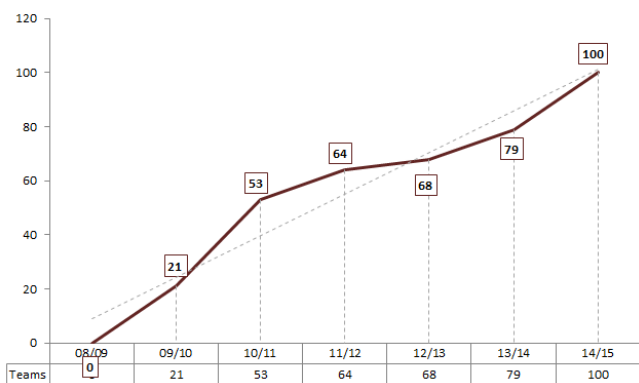
**Youth Male**



**Female Disability**



**Male Disability**



In 2014, 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:

- £141,000 secured from the Football Foundation’s Grow the Game Grant Scheme to develop 98 new teams of various formats.
- 14 WRCFA ‘start up’ grants secured through utilisation of The FA Mars Just Play Fund equating to £21,000
- Increased Adult Male 11-a-side Traditional League engagement and support
- Growth in the U21 League to 3 divisions comprising 31 teams (7 new teams)
- Expansion of the Midweek Flexi League across the County with 19 teams now playing in 2 divisions (11 new teams)
- Retention of 17 teams within the WRCFA Vets competition(s)
- 5 new weekly Walking Football sessions created across the county
- Continued growth and expansion of the WRCFA Disability Football Development Programme with 107 affiliated teams.
- Over 400 new players across 300 football sessions with a disability engaged in some form of football activity.
- Creation of Impairment specific teams for Powerchair users and deaf footballers.
- Pan-disability League with 34 teams and 4 ability banded divisions.

## 6.2 Raising Standards

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

### 6.2.1 FA Charter Standard (C/S) Programme:



90% of Mini Soccer and Youth Teams playing their football within FA Charter Standard Clubs



34 Community Clubs



43% of all affiliated adult and youth teams are playing within an FA Charter Standard League



98% retained their eligibility for the second year of the McDonalds FA Charter Standard Kit Scheme.



The Kit scheme was an instant success with the WRCFA achieving a 97% redemption of kits when the scheme launched in 2014.

## 6.2.2 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.



Award Category	Winners
CS Club	Brighthouse Ladies FC
CS Development Club	Castleford White Rose
CS Community Club	Wortley FC
CS League	Garforth Junior FL
Volunteer	Nick Holliday – Kirk Deighton
Young Volunteer	John O'Reilly – Tyersal
Outstanding Achievement	Chris Paul – Methley
Coach	Rick Deacon – Menston FC



## 6.3 Safeguarding and Welfare

### 6.3.1 Club Welfare Officers

The Welfare Officer network (Club & League) continue to support and implement the FA's Safeguarding Policies and Procedures in a very effective manner in our County. We work closely with all Clubs and League to ensure that the Welfare Officer is fully compliant.

The CFA WO's role during the County Affiliation process is to ensure that all clubs have a fully compliant CWO or that they are working towards this via an Agreed Action Plan (AAP) between the CFAWO and the Club. Clubs have three months to ensure that their named CWO becomes fully compliant. **36** AAP's have been arranged for 2014-15.

The figures for 2014-15 are as follows.

Clubs (Junior)	Fully Compliant	Partially Compliant	Non – Compliant
405	370 (91%)	31 (7%)	4
Teams (Junior)	Fully Compliant	Partially Compliant	Non – Compliant
3093	3093 (91%)	302 (9%)	8 (1%)

The Welfare Officer figures for part or non-compliance are due to changes to the CWO mid-season and the CWO is following an Agreed Action Plan to become fully compliant. In view of the size of WRCFA, the above figures are still on a par with the best fully-compliant figures of any other CFA in the country.

### 5.3.2 League Welfare Officers

Leagues (Junior)	Fully Compliant	Partially Compliant	Non – Compliant
19	17 (90%)	2 (10%)	0

The two Leagues with part compliance are WRGL & Harrogate & Wharfe Friendly League who both have had recent changes to the YLWO.



### 6.3.3 Cases (Poor Practice & FA Case Management)

Poor Practice and FA Case Management Abuse Cases have been managed effectively and in a timely manner. All Abuse cases received have been referred to the Case Management Team within 48 hours. Abuse cases usually involve working closely with the FA, Police, Social Care & LADO's and will require attendance of the WRCFA CWO at Police Strategy Meetings.

*Current ongoing Case Management Abuse cases – 7*

*LADO / Police / Social Care involvement for 2014-15 – 15*

*Number of referrals made / or joint worked to the FA Case Management Team for 2014-15 – 31.*

*Strategy Meetings - 17*

Poor Practice cases are those incidents / referrals that require County intervention. This intervention may be in the form of safeguarding, RESPECT or Disciplinary action.

*Poor Practice cases dealt with for 2014-15 – 114*

*Ongoing (still live) cases – 36*

*Closed cases - 78*

### 6.3.4 Non-Compliance Suspensions

Non-Compliance Cases involve individuals who have undertaken a CRC check and 'content' has shown on their disclosure. Consequently, the FA Disclosure / Case Management Team require sight of their original DBS certificate. In such instances, the CFA WO is mandated to liaise with the individual, Club, FA & League. In season 2014-15, **36** non-compliance Suspensions issued.

### 6.3.5 Legislation (Protection of Freedom Act - POFA) / DBS / CRC

Last year so considerable changes and developments in terms of Safeguarding and Child Welfare to Junior Football via POFA and these changes have largely been well received and embedded by our clubs. 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"*

### 6.3.6 Safeguarding & WOW workshops

WRCFA hosted **59 Safeguarding Children Workshops and 4 Welfare Officer Workshops**. This equates to **1,464** individuals achieving their Safeguarding / Welfare certificates.

### 6.3.7 Referees (CRC)

Referees registering to officiate in junior football had to have a valid CRC in place before the 2014-15 season commenced. Similarly, from 2015-16, it will be mandatory (and the law) for all those in a Regulated Activity role to have a CRC in place prior to commencing their role. **No CRC, No involvement in junior football**. We have already set the ball rolling with this by advising clubs that all coaches needed a CRC.

As of now (April 2015) the CRC compliance figures for the Referees are as follows:

*Fully compliant Referees – 1003 / 92%*

*Part compliant Referees – 53 / 4%*

*Non-compliant – 15 / 1%*

**The FA Equality and Child Protection Team have advised that WRCFA has the best record out of all CFA's for ensuring that all personnel in Regulated Activity who need a CRC have a valid one.**

#### **6.3.8 Online Services**

A total of **295** junior football clubs now use the FA online CRC service and since the online CRC process went live, a total of **6716** online applications have been processed by individuals across West Riding.

The Safeguarding Online Member Services system is been regularly used by **122** junior clubs. Usage records indicate that during the 2014-15 season, the online service has been used **1740** times and **1075** of these by the CWO.



Paul Ratcliffe  
**County Welfare Officer**

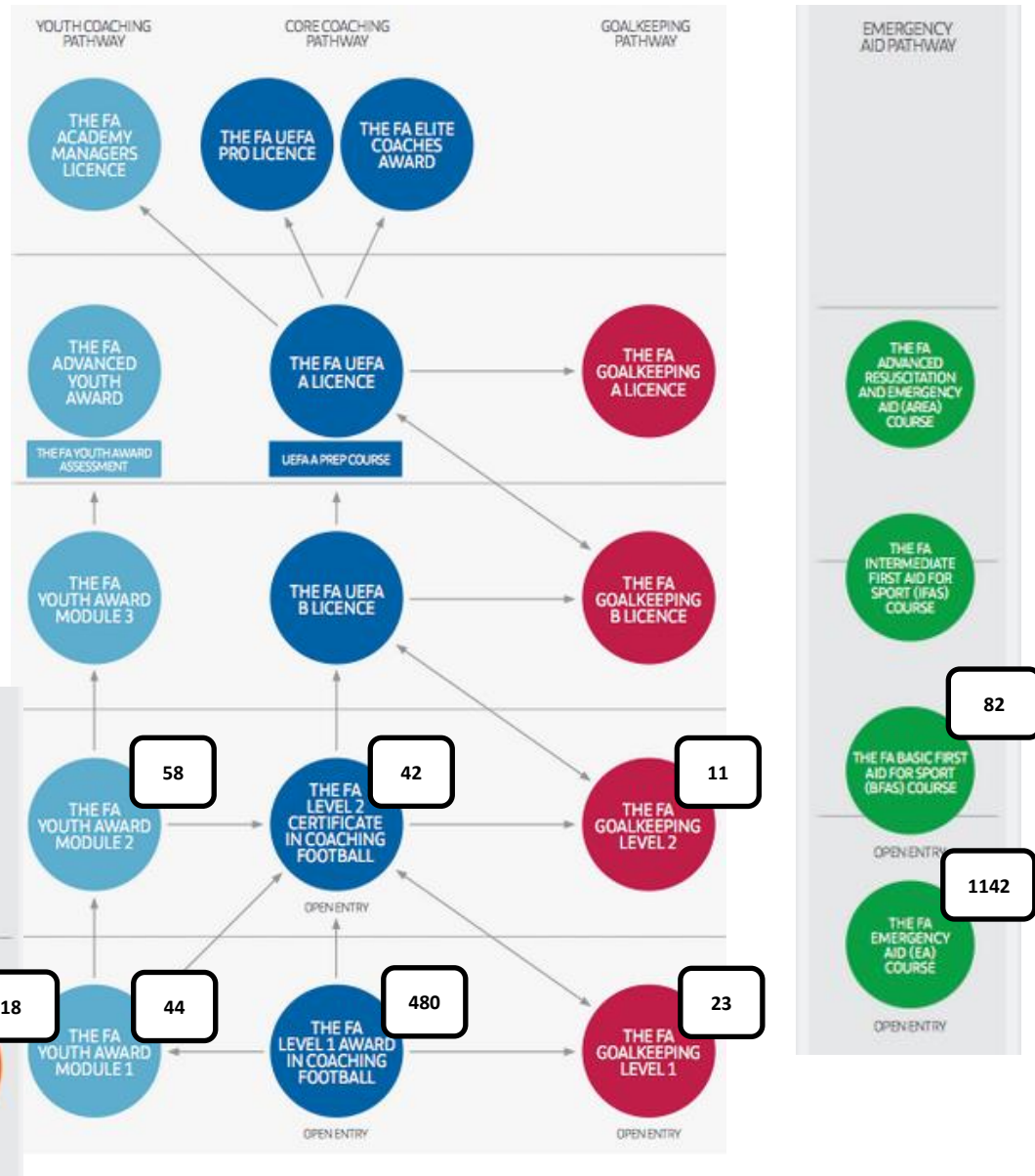
## 6.4 Better Players

*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*

### 6.4.1 Accredited Workforce Development Programme

WRCFA continues to deliver a comprehensive and accessible course programme. The following courses have been delivered in 2014:

**2,230**  
Individuals  
Qualified



## 6.4.2 FA Licensed Coaches Club and WRCFA ID Cards



The FA Licensed Coaches Club offers coaches who possess a recognized accredited FA Qualification and Enhanced CRC check to access a wide range of benefits for free.

- Official FA Coaching License ID card
- 20% Off FA Learning National Course
- Access to new online CPD courses and free local accredited CPD training events
- Dedicated FA Licensed Coaches' Club feed on The FA Coach's App
- Free access to an online coaching education platform.



Due to the DBS changes around Regulated Activities, the above roles are the only certain roles within junior football require a CRC, and as such, are the only roles we can issue ID cards to. Roles such as Chairman, Secretary, Treasurer, Volunteer, Helper, District FA, League Official, WRCFA Board member do not fall within Regulated Activity and as such, by law, cannot be issued with a CRC / WRCFA ID card. Individuals who occasionally 'help out', such as a parent covering a training session or refereeing a single match do not require a CRC check.

The membership card issued by the FA Licensed Coaches' Club displays the same information as a WRCFA ID and therefore any coach eligible to apply to the LCC will no longer receive a WRCFA ID Card.

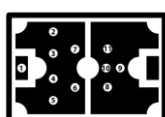
Following the changes, there were some teething problems and questions fielded from clubs and leagues. During the pre-season for 2015-16 and to coincide with the affiliation process all clubs, Leagues and District FA's will receive fully revised WRCFA ID card guidance

## 6.4.3 Volunteer Workforce Development

WRCFA has also delivered its most extensive in-service and CPD (Continued Professional Development) workshops and events to date, delivering the following in 2014 based on feedback from coaches attending:



**2 x Goalkeeping Specific sessions**



**2 x Female specific sessions**



**4 x Tactical / Planning sessions**

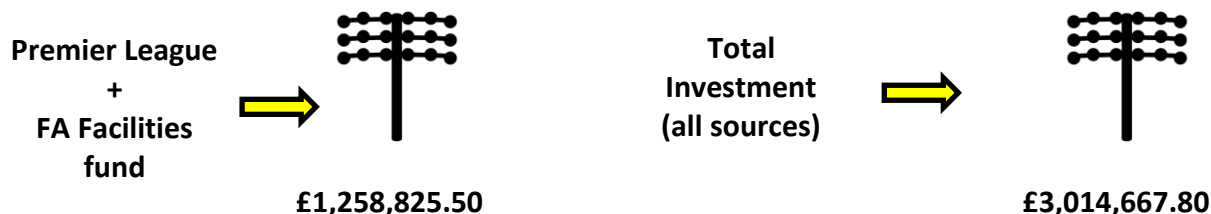


**12 x themed Practical support Sessions**

## 6.5 Facilities

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

Once again, West Riding County FA has been extremely successful in securing capital investment from The Premier League and The FA Facilities Fund (PLFAFF) (formally known as Football Foundation) and other sources to support strategic priority projects within the County.



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.

Listed in the table below is the Capital Investment Projects WRCFA has support during 2014:

<b>District FA</b>	<b>Number of Projects</b>	<b>RESPECT</b>	<b>Goalposts</b>	<b>Capital</b>	<b>Total Grant Value</b>
Barkston Ash	4	2	1	1	£50,609
Bradford	2	2	0	0	£292.50
Castleford	3	2	0	1	£377,328.50
Craven	3	2	1	0	£515
Harrogate	1	1	0	0	£336
Halifax	5	0	3	2	£150,627
Heavy Woollen	7	5	1	1	£3,095
Huddersfield	4	2	0	2	£10,835.50
Keighley	2	2	0	0	£339
Leeds	8	1	1	6	£583,779.50
Wakefield	3	0	0	3	£58,079
Wharfedale	2	1	0	1	£20,292.50

In light of the worrying statistic that with 80% of our football pitches being owned by the public sector, 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. This has involved supporting 6 / 8 Local Authorities in developing a playing pitch strategy – a document which assesses existing pitch provision, identifies strategic priority sites for investment and future demands of pitches based on football participation trends.

A comprehensive Monitoring and Evaluation / Support Programme of all Football Foundation funded sites across West Riding has also been implemented with 14x projects receiving a formal monitoring and support visit.

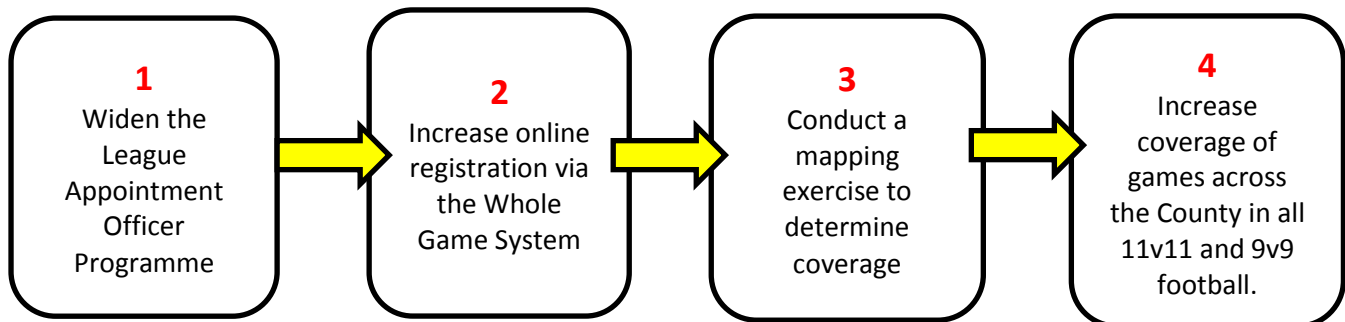


Andrew Wadsworth  
County Development Manager

## 6.6 Workforce: Referees

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

Key targets for 2014/15 were as follows:



### 5.6.1 Key Successes



1,228 Registered Refs



20 Refs in Centre of Excellence programme



4 Refs represented WRCFA at the Iber Cup



RAFA Event attracted 150 Referees with Michael Oliver as guest speaker



Garforth JFL was awarded the RESPECT Silver Award

1. 4 of the 5 Level 4 referees promoted to Level 3 this season were either current members or past members of the School of Excellence.
2. 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 referees will make the step up to the School of Excellence next season.
3. Whilst the national RA saw a huge decline in membership, West Riding was one of very few County FAs who saw an increase. We are very proud of the work our RAs are doing and we are now working closely with those RAs who require support.
4. Craven, Aire & Wharfe Junior League received £2000 of funding for a new League Recruitment Officer. This has helped create a new pool of referees and in turn increase coverage
5. £500 FA Referee Mentoring grant was piloted with Garforth Junior League who used this funding to help mentor their new referees. 22 of 24 re-registered as a result which was a great success.

## 6.6.2 Key Challenges

- **Coverage:** The obvious challenge now is the change of target from numbers of registered referees to actual coverage. This requires a close working relationship with leagues and their Appointments Officers to ensure accurate and objective figures are obtained.
- **Whole Game System:** This is without doubt an excellent tool and we are seeing more and more of our referees using this to register and submit discipline. A target of 80% of all discipline to be submitted using the online portal has been agreed for season 2015-16.
- **Active Referees:** Last year we saw a small decline in active referee numbers. Although this was mirrored on a national scale, we want to work hard to ensure we are not only recruiting new referees, but retaining our current workforce. We are currently undergoing a 'cull' of those Level 9 referees who are no longer officiating as these individuals create an inaccurate reflection on our refereeing numbers.

## 6.6.3 Key Priorities

1. Work closely with leagues (especially youth leagues) to ensure accurate and objective data relating to coverage is obtained.
2. Encourage all junior leagues to appoint a Referee Appointment Officer and adopt a central appointing system
3. Ensure all referees officiating in youth football have a valid FA CRC
4. Increase coverage figures through strategically targeted FA Referee Courses
5. Maintain and increase RA numbers across the County
6. Set up a Young Referee Project Team
7. Ensure 80% of all discipline is reported via the WGS Portal
8. Referee Registration through WGS to be 90% (previously 50%)



Steve Rhodes  
Referee Development Officer



Bobby Madley  
Referee Development Officer

## 6. Special Mentions

In 2014 we said a fond farewell to the following members of staff. We thank them for their contribution and wish them every success in their new careers,

WRCFA Role: New Role

**Laura Danskin (College and Community FDO):** Association of Colleges Sport Partnerships Officer (Projects)

**Georgina Higgins (Governance Administrator):** Stroma, Technical Administrator

**James Bell (Assistant Referees Development Officer):** Sheffield and Hallamshire CFA, Referees Administrator

I offer a sincere thank you to Barry Chaplin and Bob Secker who combine a deep understanding (and more often than not patience) towards my vision as CEO and who together bring a wealth of wisdom, practical judgment, and leadership experience in their respective positions as Chairman and President.

I am proud to acknowledge the dedicated service and invaluable contributions made by the Directors of WRCFA. Collectively they offer the right balance of 'intellectual architecture' and 'persuasive spokesmen ship' to deliver the WRCFA Business Strategy effectively. The board members, who are unpaid volunteers, spend countless hours studying complex issues such as HR, Finance and Business Strategy to ensure they are well positioned to lead the organisation in remaining fit for purpose.

Under the leadership of the Senior Management Team, we continue to go from strength to strength and I thank every member of staff for their contribution throughout the year. I am proud to lead such a dynamic, focused and resilient team of people who continue to challenge themselves, Senior Managers and the Board of Directors to reinvent the service and products we offer our grassroots community.

## 7. Conclusion

Thank you to the coaches, referees, administrators, players, mums, dads, grandmas and granddads who have weathered every storm and continue to support us in our quest to, **'To create enjoyable experiences and help form lasting memories through football'**. We are indebted to your faultless dedication and commitment.

I firmly believe that for this Association to lead positive developments within the game, it is imperative we continue to invest in people - staff, coaches, volunteers, sponsors and directors - and take the time to help these individuals understand the value of football (and indeed the CFA). Only then can we be confident that we provide products and services that meet the needs, desires and expectations of our consumers.



Hannah Simpson  
Chief Executive Officer