



**AGM Report**  
May 2015 – May 2016  
Annual General Meeting  
10<sup>th</sup> May 2016

## CEO Forward

Firstly, as CEO of a small business, I could be forgiven for assuming that the Association should function in the same way as any other SME. In many respects this is true, my strategic plan includes all the usual elements that you would expect... financial forecasts, income diversification targets, Marketing and Communications, human resource..... but let's not forget, there is one difference between our Association and any other SME and that's Football.

The West Riding County FA is an extraordinary thing. It's not perfect; there are things it could do differently and no doubt better. But when you consider the Association's role and responsibilities in delivering a diverse range of services and products to over 4,500 teams, 70,000 players, 10,000 coaches, all of whom come with their own opinion on what constitutes 'value for money', it's not surprising that it's yet to achieve universal appeal and popular relevance.

So let's turn our attention to the 'value for money' debate. I am pleased to report that this debate rears its head at every Board meeting for the right reasons. The Directors of the Association continue to task the executive with finding innovative ways of reducing the cost of participating in the game. This included freezing affiliation fees for adult and junior football at £35/club and £15/ club respectively and encouraging teams to affiliate as 'community clubs' rather than single entities. I am pleased to report that West Riding continues to be the most cost effective County Association in the North of the Country in terms of membership fees.

The level of expectation about what the Association should deliver is huge. Our research shows that the public – the participants – the membership – believe that it's to invest, influence and educate. Furthermore, they want an Association that's relevant, cares about game and those involved, and overall an Association that actually 'gets it'. By 'gets it', I mean really understands what £35 means to an adult club who is struggling to get £1/week off its players, the challenge of getting someone to wash the kit (let alone fork out for a new Nike kit) and actually being able to read the County FA Cup Rules and decipher from the pages of Shakespearian narrative what time you actually have to kick off and if your striker is indeed eligible to play!

Football faces very significant challenges. There are continuing costs pressures from the rise in pitch prices and the no frills costs required to participate in the game have rocketed. The player base is more varied and diverse in its tastes than ever, and a wider range of services and interventions is needed to meet their needs and retain/engage them in the game. All of this demands a fundamental shift in the role the Association plays in supporting the game at a local level.

Looking at the past year, the Association has had some notable successes across all aspects of its strategic plan. Most notably in our endeavors to make the role of the volunteer easier, and dare I say it, enjoyable. The affiliation process was transformed to be simpler and offer value for money. 100% of all clubs completed their applications online via the Whole Game System and huge steps were taken towards providing a more personal service to our members.

As we approach the end of the 2015-16 Operational Planning cycle, we will embark on a root and branch consultation and review that will define the framework under which the Association will operate over the forthcoming season. The review is intended to provide the vehicle to obtain honest feedback from our members and sense check ideas for the future. The consultation will manifest in monthly surveys and focus groups and will provide a platform for large scale public engagement.

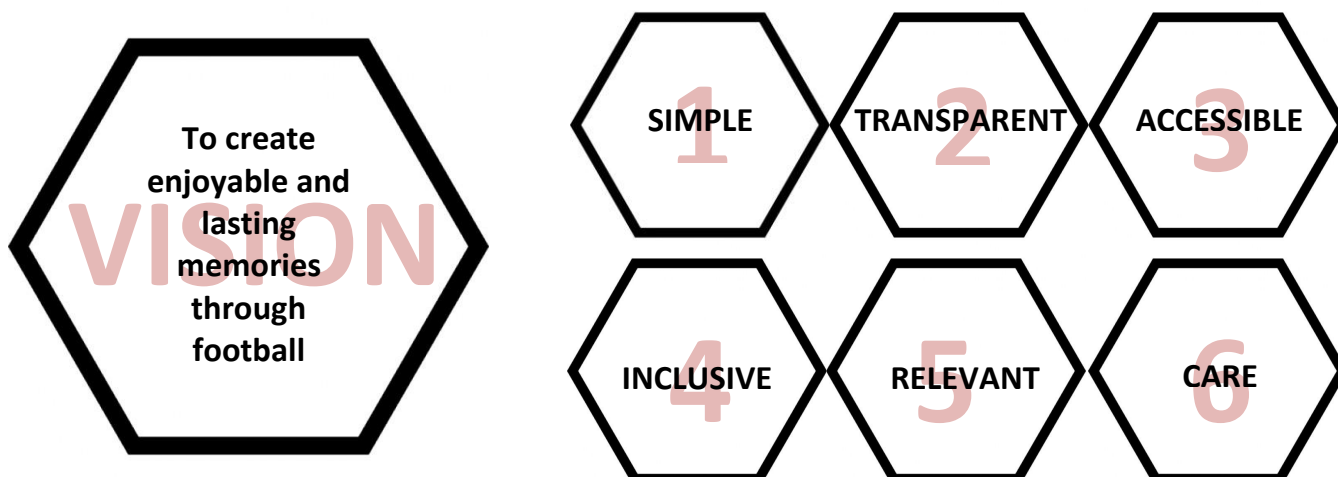
We will ask some brave questions about what sort of Association our public want and in turn will commit to a set of transparent objectives that ensures the Association remains efficient, open, distinctive, innovative and above all relevant. Only through considered evidence based debate will we ensure the best County FA for the future of the game.



Hannah Simpson  
Chief Executive Officer

## 1.0 What we stand for

### 1.1 Vision and Values



**Our belief:** Together we are football

### 1.2 Strategic Priorities

#### 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

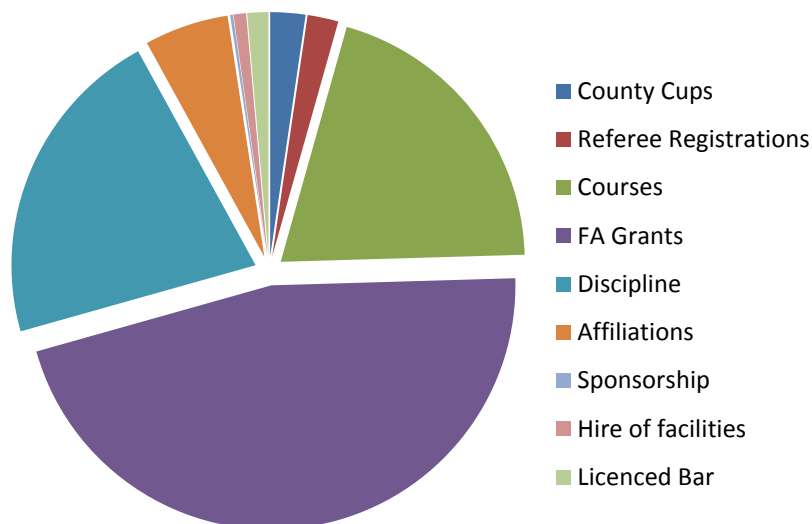
#### Football workforce

- 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

## 2.0 The Finances in Summary

The next 4 years will be pivotal for the West Riding County FA, and indeed our CFA counterparts across the country, as the Football Association continue to reduce our reliance on the national purse.

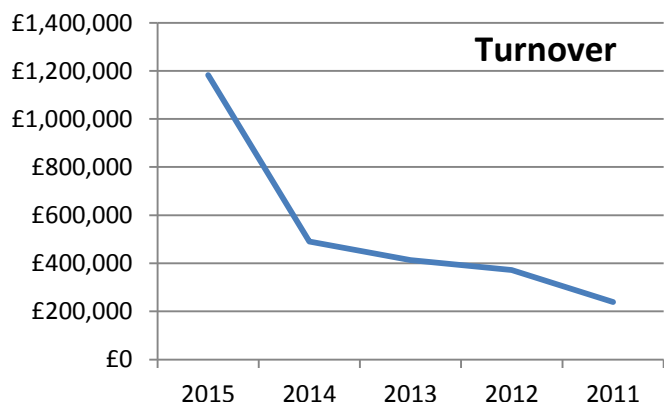
The cumulative impact of membership fees and disciplinary income alone cannot deliver the range of services and products expected of the Association by its membership. The FA has long been the largest investor in the Association, accounting for 52% of the Association's overall annual income. As well as funding professional staff, FA investment facilitates the delivery of the Association's Operational Plan, which in turn delivers sustainable benefits to over 4,500 teams.



In 2014 the Football Association released the Chairman's Commission Report. The report proposed that by 2020 there will be:

- Football hubs in 30 cities, increasing the number of top-quality artificial grass pitches (AGPs) in urban areas by 130 per cent to more than 500
- A 50 per cent increase in the total number of full-size, publicly accessible 3G AGPs across England, to over 1,000.
- More than 150 new football-owned and managed football hubs to support the delivery of FA, County FA and professional club youth development and coach education programmes.
- More than 50 per cent of all mini-soccer and youth football matches - about 3,750 per week – being played on the best quality AGPs

News of a collaborative commitment made by the FA, Premier League and Government to improve the state of pitches across the country is always welcome, but is not without a catch. The catch was a 9% reduction in grant funding issued to WRCFA by the Football Association starting in 2015 with no guarantee that further reductions won't follow.



Turnover dropped by £62,000 from £1,244,828 in 2014 to £1,182,101 in 2015.

The drop in turnover was commensurate with the reduction in grant income from the Football Association and drop in disciplinary income towards the latter part of the year. The latter was largely due to Storm Desmond rendering the north of England under water for the best part of November and December causing devastating damage to football facilities across the County.

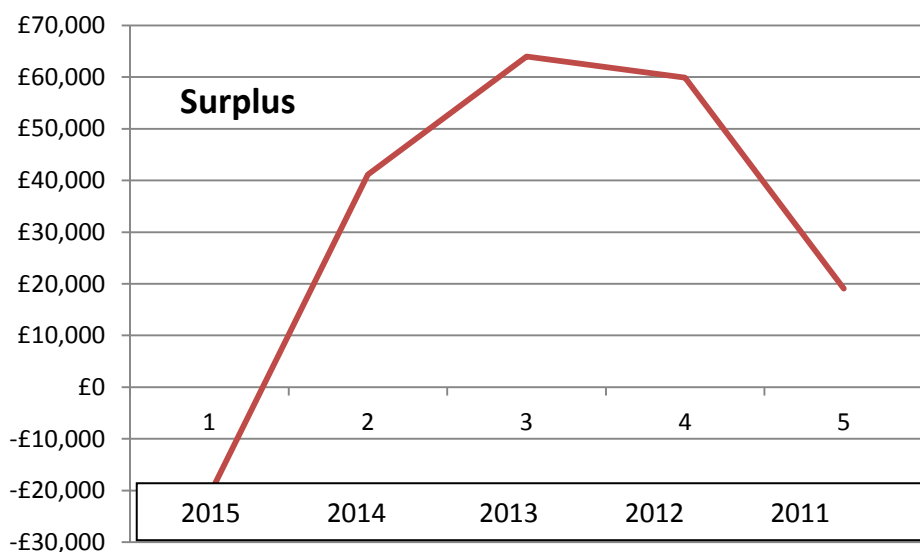
Pitches, changing rooms and spectator facilities across the County fell victim to the strong winds and heavy rain fall, resulting in hundreds of matches and training sessions being postponed and many facilities being decommissioned.

A £750,000 emergency fund was set up by The FA, the Premier League and Sport England to help those grassroots clubs most affected. The funds functioned to make facilities safe and fit for purpose again. Grants of £24,610 and £5,145 were issued to Silsden AFC and Bingley Juniors FC respectively.

In light of the 9% reduction in income from the FA, the 2015 financial forecast assumed a £25,000 loss in revenue. The Association employs a very simple financial strategy..... reduce costs, increase revenue. The only caveat being, any tactic to increase revenue cannot, and shall not, be derived from the pocket of our member clubs and leagues. The Directors were unwavering in their instruction that membership fees for all NLS clubs shall remain the same as the previous year. Reducing the operational/ administrative costs therefore became a necessity. I am pleased to report that the Association was able to maintain administrative expenses within a £2,000 variance to that paid out in 2014.

The Association maintains a healthy cash at bank balance of just over half a million pounds, arguably an excessive 'rainy day fund' by anyone's standards. For the avoidance of doubt, 2016 will see two significant financial commitments honored by the Association which will result in a significant decrease in the cash at bank value. In April 2016, the Association will issue the final repayment on the loan to the District Associations. The loan agreement dates back 10 years and totals £145,000. Furthermore, the Association has committed £200,000 to part finance an AGP at the headquarters.

As a not for profit organisation, the Association continues to forecast a break even outcome. In 2015, the Association reported an operating surplus of -£20,873 compared to £44,422 in 2014. In the absence of a confirmed continuation grant from the FA, provision was made to safeguard the position of Disability Football Development Officer until December 2016.



### 3G Stadia Pitch at the WRCFA Headquarters

In 2015, efficiency became a necessity. Although, it is acknowledged that the Association needs to become better connected in the commercial sector and develop into a respected partner to other business organizations. The Association intends to embed its values across all its working practices to ensure value for money whilst pursuing opportunities to exploit commercial return for its affiliates.

A very clear challenge for the Association in the years ahead is to keep pace with the new technologies and adapt to new market realities so that it continues to serve all audiences. One major action to modernise our portfolio is the introduction of a 3G artificial stadia pitch at the Headquarters. The project will be financed by the Football Foundation and County FA and will serve to widen out community reach and maximise commercial revenue streams. 3G pitches are the most significant and successful development in synthetic surface technology at both competitive and recreational level.

### 3.0 Cup Competitions

Once again, we offer our congratulations to all teams who reached the finals and semi-finals of the competitions. We trust that players, coaches and supporters all enjoyed the experience of playing at the WRCFA headquarters and we thank all participants for their continued support of the competitions.

<b>Competition</b>	<b>Winners</b>	<b>Finalists</b>
County Cup	Bradford Park Avenue FC	Garforth Town FC
Challenge Cup	Oxenhope Recreation	Leeds City
Challenge Trophy	Tadcaster Magnet (First)	Wetherby Athletic (Reserves)
Sunday Cup	Belle Isle WMC	HT Sports
Sunday Trophy	Wellington Westgate	Sky Bet
Women's County Cup	Bradford City Womens (First)	Farsley Celtic Ladies FC (First)
Minor Cup	Leeds (Minor) FA (District team)	Keighley (Minor) FA
Junior Cup	Yorkshire Amateur Juniors (U16)	Ossett Town Juniors (U16)
Junior Trophy	Uppermill Juniors (U14)	Northowram Junior (U14 Juniors)
Junior Shield	Altofts Juniors (u12c)	FC Catalan Soccer (U12)
Girls Junior Trophy	Guiseley Girls Juniors (U14 Blue)	Beckwithshaw Saints Junior Girls (U14)

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

**Progress:** All match report forms were completed using Google Forms via the WRCFA website. No paper forms were processed.

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

**Progress:** The Cup Committee consolidated 40 pages of rules into 15 pages. This was seen as phase 1 with further developments to be made in preparation for season 2016/17. The Committee has been tasked with simplifying the eligibility criteria for teams and players and removing unnecessary reference to mandatory FA Rules.

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

**Progress:** We extend our sincere appreciation to Bradford City for their continued support of the County Cup Final. The Committee continues to seek additional venues to stage the Challenge Cup and Sunday Cup Finals.

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

**Progress:** 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.

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

**Progress:** Partners of the 2015/16 Cup Competitions included In-Play Analysis and Sports Recruiting USA.

In Play Analysis provide post-match, live, opposition and trend analysis. High Definition filming from a variety of different angles was provided to a number of our competing teams to enable them to gain a greater understanding of performance.

Eric Beedham  
County Cup Competitions Committee – Chairman

## **4.0 Discipline**

### **4.1 Changes to the Disciplinary Regulations season 2015-16**

Changes included, but were not limited to,

**Futsal:** Futsal Clubs who participate in The FA Futsal North/South Division now have their discipline managed by their parent County Association. The procedures will be the same as open aged football teams who operate outside the National League System.

#### **Standard Code of Rules amendments:**

F Rule 5(F) – A quorum of 50% has been stipulated as being required in order for the Management committee or sub-committee thereof to conduct their business

F Rule 5(l) – Clubs are required to make all payments to the League within 21 days of the written decision being notified.

Rule 8(A)(i) – Clearance is required for any Player aged 10 and over crossing borders including Wales, Scotland and Ireland. An International Transfer Certificate (ITC) is required for all transfers.

F Rule 8(D) – A Player having taken part in matches for any Club affiliated to any County Football Association shall not be allowed to join, be transferred to, or sign for a Club in the Competition without first proving to the officials of the intended Club that the Player has discharged all reasonable financial liabilities to the previous Club or Clubs, and a Club official may not accept such Player's signature without first ascertaining whether such claims have been discharged to the satisfaction of the Club, or Clubs, for which the Player last played.

Debts must be processed via The FA Football Debt Recovery system. If a Player is required pay an outstanding debt but this hasn't been recorded via The FA Football Debt Recovery System then regardless as to whether or not the debt has been referred to the relevant County FA, the Competition must not affect the Player's registration in any way or refuse to register a transfer. The Competition cannot refuse to register a Player for an unpaid non-footballing debt.

### **4.2 RESPECT Sanctions:**

Over recent years The Football Association has been promoting Respect both on and off the pitch with the aim to improve discipline and promote good behaviour from Players, Clubs and all Participants who are involved in the game. Over the last few seasons, Respect charges have been issued to Clubs as an automatic punishment to try and deter bad behaviour. Charges were automatically raised if a Club exceeded a threshold which resulted in a financial penalty, depending on what threshold has been reached. A new system is being implemented and referred to as Respect Sanctions. The Respect Sanctions will affect all teams who operate at Steps 5-7, Outside the National League system, including youth football. An administration fee of £10 is applicable for all cases. Offences that will contribute to the automatic punishments as detailed below in the table are as follows: F Caution for Dissent (C2) F Sending off for Use of offensive, or insulting or abusive language (S6) F Misconduct charges (E3)

### 4.3 RESPECT Thresholds

The table below provides further details on the sanction that will be imposed if the thresholds are reached by a team throughout the season. (N.B. Any team exceeding Stage 4 will receive an automatic charge of FA Rule E20 – Failure to control Players for each subsequent 5 qualifying offences).

	<b>Stage 1 (Accumulation of 6 offences)</b>	<b>Stage 2 (Accumulation of 10 offences)</b>	<b>Stage 3 (Accumulation of 15 offences)</b>	<b>Stage 4 (Accumulation of 20 offences)</b>
<b>Step 5</b>	Warning as to future conduct	£150	£300	Charge under FA Rule E20 – failure to control players
<b>Steps 6 &amp; 7</b>	Warning as to future conduct	£75	£150	Charge under FA Rule E20 – failure to control players
<b>Outside NLS (Including Youth)</b>	Warning as to future conduct	£50	£100	Charge under FA Rule E20 – failure to control players
<b>Number of cases (since Sept 2015)</b>	<b>168</b>	<b>36</b>	<b>4</b>	<b>39</b>

A team is permitted to lodge an appeal in writing if they receive a sanction at Stage 2 or 3 of the process. The team is only permitted to enter a plea in mitigation and to present extenuating circumstances that a Commission may consider in a non-personal hearing.

### 4.4 Clubs with poor disciplinary records

There are a number of reasons that could contribute to a Club's poor disciplinary record; including the number of discipline cases, abandoned matches and repetition of particular offences. To ensure an appropriate process is in place, each offence now has an automatic standard penalty point attributed to it. The penalty points for each offence are set out below:

**Cautions:** 1 point (except for dissent = 2 points)

#### **Sending offs:**

S1: Serious Foul Play – 5 points

S2: Violent Conduct – 6 points

S3: Spitting at an Opponent – 7 points

S4: Denying an obvious goal scoring opportunity by deliberately handling the ball – 3 points

S5: Denies an obvious goal-scoring opportunity by an offence punishable by a free kick or penalty –3 points

S6: Use of offensive, or insulting or abusive language – 4 points

S7: Receiving a Second Caution in a Match – 3 points

**Misconduct charges:** 5 points each unless increased by the Disciplinary Commission

A charge under FA Rule E20 is now raised against a Club in any of the following circumstances:

- Any team's points tally reached 75
- Any team within the Club reaches Stage 4 of the RESPECT Sanction process
- A Club has been charged and the cases proven where 2 games have been abandoned as a result of misconduct. (The number of teams within a Club is irrelevant for charging purposes but could be considered as a mitigating factor when considering the sanction)
- A Club has four or more incidents of violent conduct across all its teams, (the number of teams within a Club is irrelevant for charging purposes but could be considered as a mitigating factor when considering a sanction).



Violent conduct includes all S2 charges and any charge of Assault on a Match Official or physical contact on a match official and assault participant on participant.

e. A Club has two or more E3 (2) charges raised against any player in a 12 month period.

Cautions	Cautions for Dissent (C2)	Dismissals	Dismissals for language (S6)	Misconducts	RESPECT breaches	E3 Against a match Official	Assaults (E3J)	E20 Charges
9728	2546 (26%)	1314	238 (18%)	546	208	173	2	74

## 5.0 FA National Game Strategy

Category	Baseline	2019	Actual	+/-
Mini Soccer	1105	1105	1193	88
Male	2622	2546	2519	-27
Female	234	251	203	-48
Disability	107	107	112	5

\*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> 2016

The retention of Adult Male and Youth female continue to be challenge for the Association. A sub-committee comprising of members of the Sanctions and Regulations committee and professional staff has been tasked with determining the main issues and defining an invention process alongside leagues.



### 5.1 The Big Grassroots Survey – Clubs

The survey engaged 122 club officials and 32 League officials.

For satisfaction/relevance ratings a 7 point scale was used with 6-7 representing satisfied/relevant and 1-2 representing dissatisfied/not relevant.

To enable like for like comparison, County FAs have been divided into bands, based solely on number of teams:

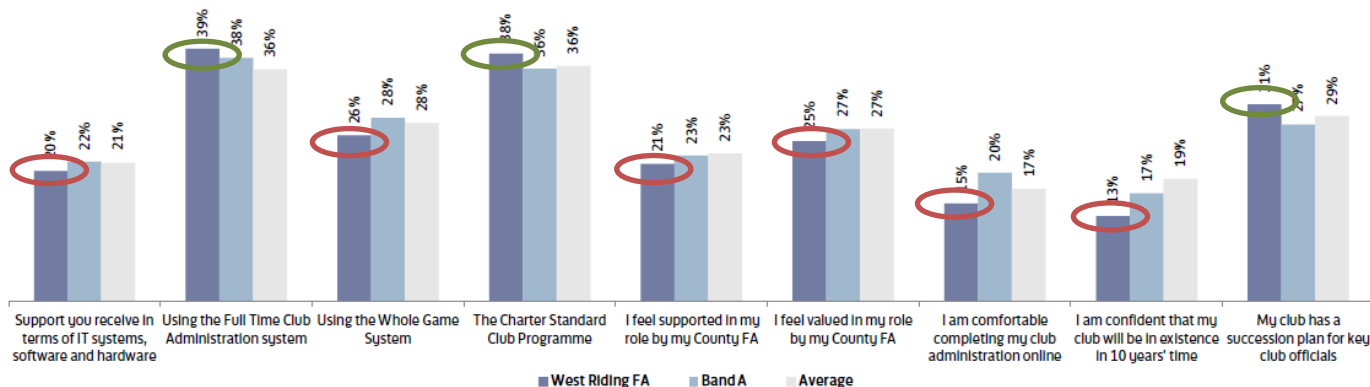
**BAND A:** Birmingham FA, Essex FA, Lancashire FA, West Riding FA

 = WRCFA is below the Band A average  
 = WRCFA is above the Band A average

## West Riding FA - CLUB OFFICIALS

SAMPLE SIZE: 122

### SATISFACTION AND STATEMENT RATINGS AMONGST CLUB OFFICIALS % OF RESPONDENTS RATING 6-7 OUT OF 7

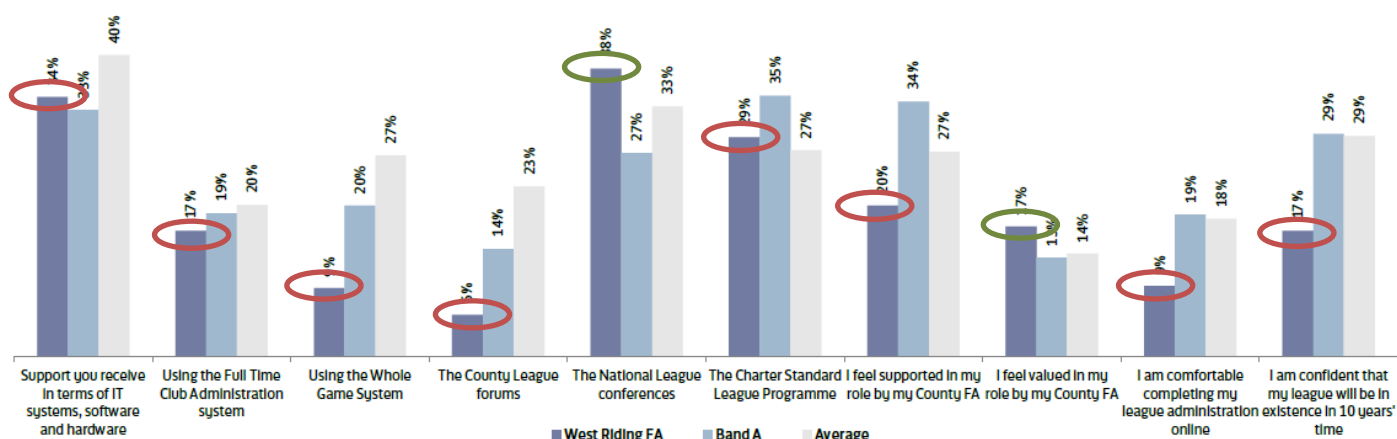


# West Riding FA - LEAGUE OFFICIALS

SAMPLE SIZE: 32

## SATISFACTION AND STATEMENT RATINGS AMONGST LEAGUE OFFICIALS

% OF RESPONDENTS RATING 6-7 OUT OF 7



### 5.3 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	Runner Up
<b>CS Club</b>	Barnoldswick Town	Methley United
<b>CS Development Club</b>	Pontefract St. Joseph's	Greetland Goldstars
<b>CS Community Club</b>	Woodkirk Valley	Wetherby Athletic
<b>CS League Volunteer</b>	West Riding Girls League	Bradford & District Keybury Junior League
<b>Young Volunteer</b>	Lee Benton Luke Roberts	Katie Hoggarth Jack Whitlam
<b>Outstanding Achievement</b>	Tony Gill	Joe Billington
<b>Above and Beyond</b>	Phil Pogson and Maire ni Ghrifin (Kirkstall Crusaders)	

### 5.4 Safeguarding and Welfare

**Safeguarding / Welfare figures 2015-16.**

**Club Welfare Officer Compliance Figures 2015-16.**

CWO compliance shows those CWO's at every club who have met all their mandatory requirements. Fully compliant CWO's have in place an accepted FA CRC Disclosure and have completed their Safeguarding & Welfare Workshops. Part-compliance CWO's are those waiting to attend a WOW. Non-compliance are usually new CWO's.

**CWO Compliance 2015-16**

Clubs with fully compliant CWO	<b>370 / 92%</b>
Clubs with part compliant CWO	<b>31 / 7%</b>
Clubs with non-compliant CWO	<b>4 / 0%</b>
Teams in Clubs with fully compliant CWO	<b>3093 / 91%</b>

Teams in Clubs with part compliant CWO	<b>302 / 9%</b>
Teams in Clubs with non-compliant CWO	<b>8 / 1%</b>

### **Youth League Welfare Officer (YLWO) compliance figures 2015-16**

YLWO compliance shows those YLWO's at every junior football league who have met all their mandatory requirements. Fully compliant YLWO's have in place an accepted FA CRC Disclosure and have completed their Safeguarding & Welfare Workshops. Part-compliance YLWO's are those waiting to attend a WOW. Non-compliance are usually new YLWO's.

### **YLWO compliance 2015-16**

Youth League with fully compliant WO	<b>17 / 90%</b>
Youth League with part compliant WO	<b>2 / 10%</b>
Youth League with non-compliant WO	<b>0 / 0%</b>

### **Affiliation – Agreed Action Plans (AAP) put in place.**

AAP's are plans agreed with the club following the Affiliation process to help to ensure that the designated CWO becomes fully compliant (CRC, Safeguarding Children & Welfare Officer certificates)

AAP's for 2015-16	<b>46</b>
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### **Non-Compliance Suspension Cases.**

Non-Compliance Suspension cases are those individuals who are required to undertake a CRC check in junior football (CWO, Referee, Coach) but 'content' has shown on their disclosure. They are issued with a Non-Compliance suspension by FA Disclosures until matters are resolved.

Non-compliance Suspensions issued 2015-16	<b>42</b>
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### **Poor Practice Cases.**

Poor Practice cases are those issues / incidents needing County intervention whether it be safeguarding / welfare Respect that either fall below the disciplinary threshold, or result from charges been brought against a junior club.

Poor Practice cases 2015-16	<b>179</b>
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### **Abuse & FA Case Management Team Cases.**

FA Case Management Team (CMT) cases are those cases that involve allegations of abuse from a person connected with junior football in a Position of Trust (Coach, Referee, CWO) These cases usually involve a referral to the FA Case Management Team and also working closely with the Police, Local Authority Designated Officer (LADO), Social Care, NSPCC & All other Statutory organisations.

### **CMT Involvement / Referrals.**

Number of Case Management Referrals / involvement 2015-16	<b>63</b>
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### **Cases involving Police / LADO / Social Care.**

Cases involving Social Care / Police 2015-16	<b>38</b>
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### **Strategy Meetings Attended.**

Meetings arranged by the Police or LADO which the CFA WO attends on behalf of the FA CMT.

Strategy Meetings attended 2015-16	<b>31</b>
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### **Referee compliance for 2015-16 to officiate in Junior Football.**

Fully compliant Referees are those who have an accepted & in-date FA CRC Disclosure. Those Referees who are part compliant have a CRC but this has now expired. Non-compliant Referees are those who do not hold a CRC.

Fully compliant Referees	<b>1003 / 92%</b>
Part compliant Referees	<b>53 / 4%</b>
Non-compliant Referees	<b>15 / 1%</b>

## Online Services.

### CRC Online Verifications.

CWO's who are using the online CRC facility to verify their coaches CRC applications.

Junior Clubs using the Online CRC service	<b>295</b>
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Number of online CRC applications processed for individuals in the County since the system went live in 2012 up to April 2015.

Number of online CRC applications	<b>8503</b>
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### Member Services Online Safeguarding Facility.

Clubs using the Online Safeguarding service.

Number of junior CWO's using the online Safeguarding service.	<b>122</b>
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Number of times the service used 2015-16 by <b>club officials</b>	<b>1740</b>
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Number of times the service used in 2015-16 by the <b>CWO</b>	<b>1075</b>
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### Education – Safeguarding & Welfare Officer Workshops 2015-16

Number of WRCFA Safeguarding Courses 2015-16	<b>59</b>
Number of WRCFA Welfare Courses 2015-16	<b>4</b>
Approx number of individuals who attended the courses	<b>1464</b>

#### 5.4.1 Club Affiliation - Safeguarding Update (Season 2016/17)

Please note the following changes to the Safeguarding criteria for Club Affiliation;

- 1) All youth team (Under 18 and below) managers and coaches are required to have an in-date, FA accepted, Criminal Records Check (CRC) (within three years of issue date) at the point of affiliation.  
**Managers and Coaches can be submitted without an in-date, CRC check, but affiliation cannot be approved by the County FA until they have an in-date CRC check (in line with FA regulations), there is no allowance for 2016 to wait until 1<sup>st</sup> September to have these CRC checks in place.**

This process allows clubs to place managers and coaches against their teams and as last year will highlight to club secretaries where those individuals are not CRC Compliant. This information will allow clubs and the County FA to manage clubs' CRC compliance and affiliation.

- 2) An individual cannot be the named manager/coach for more than four teams within the same club, although they can be named as assistant manager/assistant coach for more than four teams.
- 3) Professional clubs can now be tagged as "Designated Safeguarding Officer Required" which means they have to have a Welfare Officer, even if the club concerned does not have any U18 teams.
- 4) Where a club has been tagged as "Designated Safeguarding Officer Required", the nominated individual will not be required to hold the FA Welfare Officer Workshop certificate (although they may still hold this qualification).

## 5.5 Player Development

### 5.5.1 Accredited Workforce Development Programme

WRCFA continues to deliver a comprehensive and accessible course programme. The following courses have been delivered in 2015:

Course	Course delivered	Attendees
FA Level 1 (FAL1CCF)	32	606
FA Level 2 (FAL2CCF)	5	131
Disability Level 1	1	19
Emergency First Aid	51	847
Safeguarding Children	29	547
Youth Awards (1&2)	12	12

### 5.5.2 The Big Grassroots Survey – Coaches

The survey engaged 338 coaches.

For satisfaction/relevance ratings a 7 point scale was used with 6-7 representing satisfied/relevant and 1-2 representing dissatisfied/not relevant.

To enable like for like comparison, County FAs have been divided into bands, based solely on number of teams:

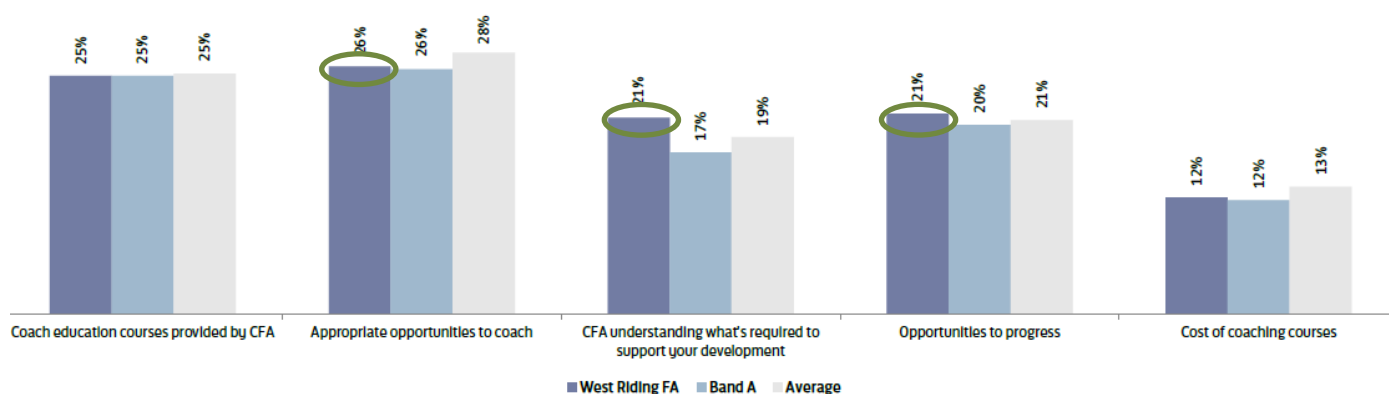
**BAND A:** Birmingham FA, Essex FA, Lancashire FA, West Riding FA

○ = WRCFA is below the Band A average  
 ○ = WRCFA is above the Band A average

## West Riding FA - COACHES

SAMPLE SIZE: 338

**SATISFACTION RATINGS ON COACHING FOOTBALL**  
 % OF RESPONDENTS RATING 6-7 OUT OF 7



### 5.5.3 New FA Coaching pathway (from Aug 2016)

A modern coaching workforce requires a modern education pathway, one that is inclusive, flexible, easy to navigate, and fully supportive of all learners. The coaching population is more varied and diverse in its tastes than ever and a wider range of education methods and platforms are demanded to meet their needs and expectations. Having canvassed the opinion of candidates, The FA acknowledged that the coaching pathway needed some updating.

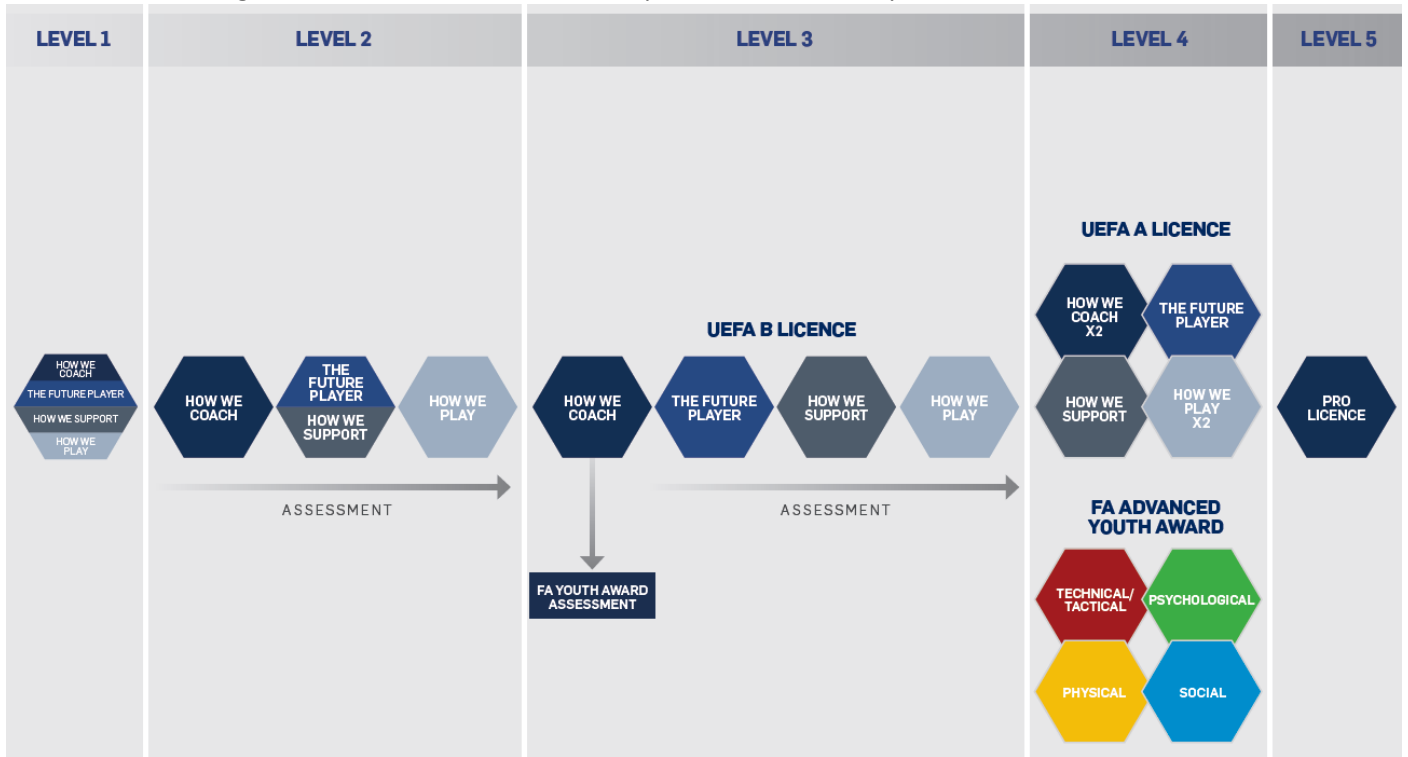
In 2014, The FA initiated a review of the core Coach Education pathway with the principle objective of modernising the content and experience from Level 1 through to level 5.

The new look courses which go live on August 1<sup>st</sup> 2016, are more realistic, and coach focused, with club visits scheduled at various points in the pathway and formative assessments taking place throughout the course of study.

Each level of course will have 4 different components,

1. How we coach
2. The Future Player
3. How We Support
4. How we Play

These will be brought into one block for the Level 1 qualification and 3 separate blocks for the FA Level 2.



## 5.6 Facilities

*Our Aim: Develop new and improve facilities (including more 3G's and improved grass pitches)*

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

**Total 2015 Investment (Premier League and FA facilities Fund):** £1,754,422

**Total investment from other sources:** £1,851,850

**Total investment to date:** £42 Million

Listed in the table below is the Capital Investment Projects WRCFA has support during 2015:

Organisation Name	Scheme	Offer Date	Project Value	Grant Value
Aberford Albion F.c.	Pitch Improvement Works	22/05/2015	£16,272	£8,136
Brighthouse Town AFC	Ground Improvements	01/06/2015	£10,200	£5,100
Moorends Hornets & Stingers F.c.	Replacement of Unsafe Goalposts	01/06/2015	£1,116	£558
Drighlington Juniors AFC	New Pitch Perimeter Barrier	01/06/2015	£18,970	£9,485
Beeston Juniors F.c.	Replacement of Unsafe Goalposts	01/06/2015	£1,856	£750
South Milford F.c.	Replacement of Unsafe Goalposts	16/06/2015	£1,732	£750
Hafc Juniors	Replacement of Unsafe Goalposts	01/07/2015	£1,164	£500
Wigton Moor Juniors F.c.	Replacement of Unsafe Goalposts	14/07/2015	£4,823	£1,447
Thorpe United F.c.	New 61m x 43 Floodlit 3G FTP	05/08/2015	£335,080	£152,080
FC Halifax Town	Improvement to Pitch Drainage	13/08/2015	£95,600	£34,416
Kirkby Malzeard F.c.	Replacement of Unsafe Goalposts	25/08/2015	£1,106	£553
Salts Juniors F.c.	Replacement of unsafe Goalposts / Fencing	25/08/2015	£1,169	£584
Weston Lane Jnrs S S C F.c.	New pitch perimeter barrier	08/09/2015	£23,000	£10,000
Silsden Sports Club	Changing Pavilion	16/09/2015	£16,569	£8,069
Ovenden West Riding FC & Calderdale MBC	Club Improvements	16/09/2015	£13,357	£9,350
Beech Hill Primary School	New 79m x 52m Floodlit 3G FTP	22/09/2015	£569,934	£500,000
Armthorpe Rovers Juniors F.c.	Replacement of unsafe Goalposts	02/10/2015	£2,256	£1,128
Askern Junior F.c.	Portable floodlights	02/10/2015	£2,016	£1,008
Skipton Juniors Fc	Replacement of unsafe goalposts	02/10/2015	£1,194	£597
Dewsbury Rangers Old Boys F.c.	Replacement of unsafe Goalposts	14/10/2015	£1,910	£955
Ripon City Panthers F.C.	Respect	20/10/2015	£761	£380
Stanningley Albion JFC	Respect	26/10/2015	£96	£48
Wyke Wanderers Juniors F.C.	Respect	27/10/2015	£972	£486
Goole Town Tigers Jfc	Storage Containers	02/11/2015	£2,004	£1,002
Goole Town Tigers Jfc	Storage Containers	02/11/2015	£1,866	£933
Ackworth Allstars JFC	Respect	04/11/2015	£138	£69
The Hunslet Club	Upshot & Training	18/11/2015	£800	£800
Robin Hood Athletic AFC	New Hardstanding	22/12/2015	£2,200	£1,540
Horbury Town FC	Changing pavilion/clubhouse refurbishment and external works	22/12/2015	£19,524	£9,724
Guiseley AFC	New spectator toilets, refreshment kiosk, additional turnstiles and storage shed	21/01/2016	£228,800	£100,000
Ossett Town Juniors FC	Respect	26/01/2016	£1,800	£900
Glen Juniors FC	Respect	01/02/2016	£414	£207





Netherton Junior FC	Respect	08/02/2016	£180	£90
University Of Bradford	Refurbishment of existing AGP to form 101m x 64m floodlit 3G FTP together with the extension and refurbishment of the existing changing pavilion	19/02/2016	£1,726,264	£500,000
Springhead FC	Respect	24/02/2016	£372	£186
Ferrybridge Park Spartans FC	Respect	08/03/2016	£96	£48
Townville Allstars FC	Respect	16/03/2016	£510	£255
Bradford Central FC	Respect	21/03/2016	£886	£443
Millshaw Park Rangers FC	Respect	21/03/2016	£96	£48
Spartans AFC Castleford	Respect	30/03/2016	£576	£288
Southfield Grange Trust	Conversion of existing sand-filled floodlit AGP to create a 101m x 63m floodlit 3G FTP	30/03/2016	£415,350	£329,424
Campion AFC	New Floodlights	31/03/2016	£42,180	£29,526
Dram Community FC	New Pitch Perimeter Barrier	21/04/2016	£5,609	£2,804

### 5.6.1 The Big Grassroots Survey – Facilities

The survey engaged 406 respondents.

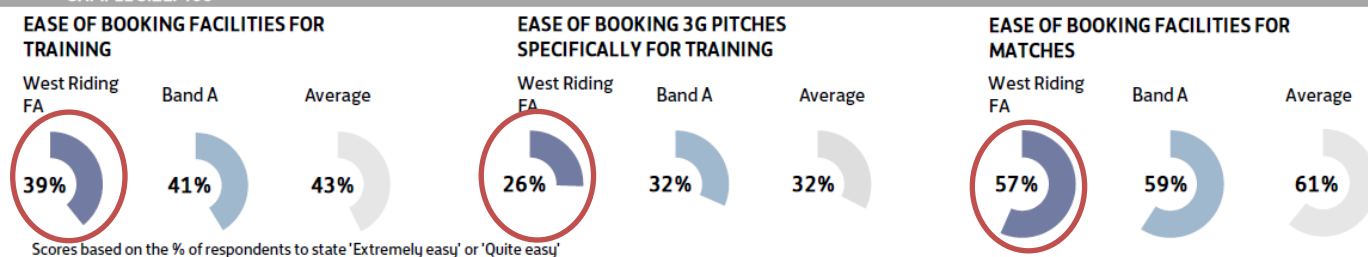
To enable like for like comparison, County FAs have been divided into bands, based solely on number of teams:

**BAND A:** Birmingham FA, Essex FA, Lancashire FA, West Riding FA

 = WRCFA is below the Band A average  
 = WRCFA is above the Band A average

## West Riding FA - FACILITIES

SAMPLE SIZE: 406



### TOP 3 PRIORITIES FOR INVESTMENT AND IMPROVEMENT

TOTAL	YOUTH PLAYERS	ADULT PLAYERS	COACHES	REFEREES
1. GRASS PITCHES	1. GRASS PITCHES	1. GRASS PITCHES	1. GRASS PITCHES	1. GRASS PITCHES
2. 3G PITCHES	2. 3G PITCHES	2. CHANGING ROOMS / SHOWERS	2. 3G PITCHES	2. CHANGING ROOMS / SHOWERS
3. CHANGING ROOMS / SHOWERS	3. CHANGING ROOMS / SHOWERS	3. 3G PITCHES	3. FLOODLIGHTING	3. TOILETS
CLUB OFFICIALS	LEAGUE OFFICIALS	HELPER / VOLUNTEER	PARENTS OF YOUTH PLAYERS	SPECTATORS
1. GRASS PITCHES	1. GRASS PITCHES	1. GRASS PITCHES	1. GRASS PITCHES	1. GRASS PITCHES
2. 3G PITCHES	2. CHANGING ROOMS / SHOWERS	2. CHANGING ROOMS / SHOWERS	2. 3G PITCHES	2. CHANGING ROOMS / SHOWERS
3. CHANGING ROOMS / SHOWERS	3. 3G PITCHES	3. 3G PITCHES	3. CHANGING ROOMS / SHOWERS	3. TOILETS

Andrew Wadsworth  
**Facilities and Investment Manager**

## 6.0 Referees

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

Below are a few key achievements for season 2015-16,

**Female Referee Development Group (FRDG):** This initiative was set up to try and highlight the pathway that female Referees can take, not only in the women's game but all areas of the game. It is also intended to aid the training and development of the female official within the County. The Group leader is Jane Sims who is well regarded not only at a national level but at an international level.

**School of Excellence:** The re launch of the development group with a maximum of 20 candidates. Each candidate has been selected through a process of assessments and recommendations. A mixture of levels means that there should be fluid progression as people move up the promotion ladder. Each candidate has committed to a fitness programme and an ongoing personal development plan. Andrew Madley heads up the project for the referees. Each referee has a mentor/coach who has or is operating at a higher level as part of their development. Ian Johnston is the coach/mentor co-ordinator and all candidates and mentors are evaluated on a monthly basis.

**Referee Taster Session:** The introduction of a presentation to leagues and clubs to try and encourage the senior players who are thinking of retirement to become referees. We look to use the vast experience and their knowledge of the game as a key part of the evening. The intention is to give a brief insight and steer them onto the course with them becoming a referee in the leagues they played in. The first workshop was at Silsden F.C and was a joint Keighley FA/RA & Craven FA/RA venture which we received excellent feedback from.

**BAEME Taster Session:** A taster session that is specific to BAEME groups. This workshop is directed at all minority community groups that would hopefully encourage them to attend the full referee course. The first course was on 22/12/16 at the AL Hikmar Community Centre in Batley and had 8 participants. Forthcoming events include WRCFA in partnership with 'Sporting Equals' and have given our department a greater opportunity to hit our BAEME national target. Shapla community group has been earmarked for the next workshop

**Referees Courses:** 6 referees completed including new venues, Glasshoughton Castleford & Bruntcliffe School Morley.

6 National and International cup finals were officiated by West Riding Officials including , The Europa League (Martin Atkinson) The F.A Cup final (Jon Moss) F.A Youth Cup (Bobby Madley) F.A Trophy(Andrew Madley)F.A Sunday Cup(Mark Haywood) Women's F.A Cup AR (Jane Sims). Other appointments include Women's Super League Final (Jane Sims) Football League- League 1 Playoff Final (Andrew Madley Ref Mark Haywood Reserve Ref.

### Plans for season 2016-17

**Female Referee Development Group (FRDG):** Expand the FRDG in line with the F.A national plan to increase female participation by 100%. To introduce to FRDG into the development of new referees by becoming mentors for all new female referee that progress through the course including support during the 5 game period. Introduction of quarterly meeting for a female referees as part of development, this will include a clear guide to the women's pathway, guest speakers, fitness training and the women's County Cup fixtures been officiated by female officials wherever possible

**Referee Hubs:** Regional Referee Hubs will be delivered across the County. This is not only to acknowledge the great work that level 7-5 have and are doing week in week out, but to develop and upskill the referee workforce across the county. Whole Game issues, report writing, and the opportunity to register on the night will be part of the workshop. The delivery of the new interpretation of the laws of the game is also part of the evening.

**Mentors:** Development of a Mentoring structure for newly qualified referees. The creation of a list of volunteer mentors that will support new referees during the first 5 games before the candidate takes the exam. Regional mentors will be encouraged to go and see the new referees and if appropriate watch more than one referee at a

time. If we are unable to commit to the mentor being in attendance, then a contact procedure instigated by the referee will be set up.

**BAEME:** Further development of the taster course into the minority groups with an emphasis on the Eastern European as well as the South Asian. We hope to use out existing BAEME officials to help us develop the links between the communities. As a priority we would look to visit Chappletown Juniors as part of a respect workshop and a taster session combined. Target leagues with higher ethnic minority clubs to see the feasibility for bespoke courses.



**CORE:** Centre of Referee Excellence – To identify and promote Referees to represent West Riding County F.A on The F.A Core programme. Further to our involvement at Core 1 with 3 young referees representing our county at the regional selection process, look to identify the next group of officials to represent us at the appropriate aspect of the new F.A CORE programme. Work with school of excellence Andy & Ian in a bit to highlight the referees with the potential to progress.

## 6.1 The Big Grassroots Survey – Referees

The survey engaged 129 respondents.

To enable like for like comparison, County FAs have been divided into bands, based solely on number of teams:

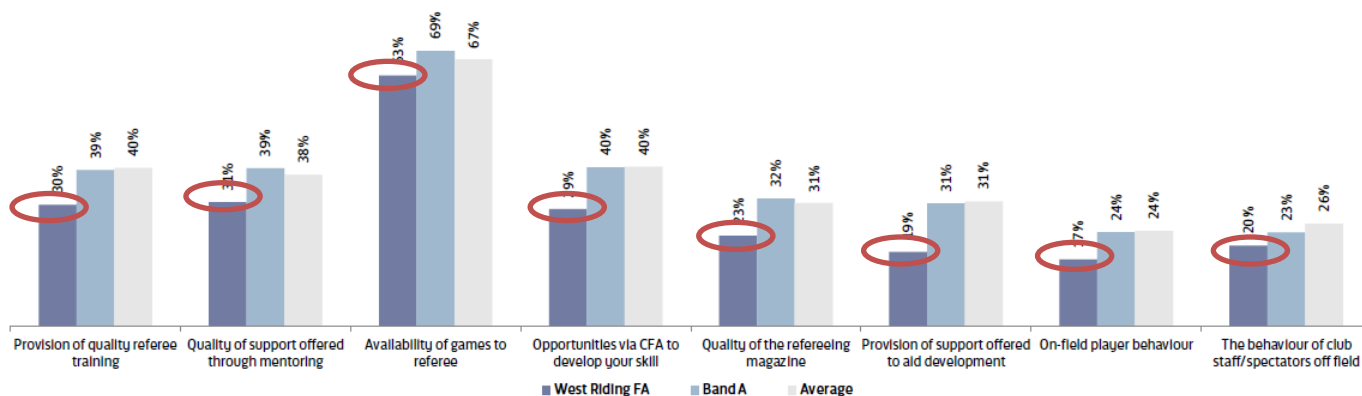
**BAND A:** Birmingham FA, Essex FA, Lancashire FA, West Riding FA

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### West Riding FA - REFEREES

SAMPLE SIZE: 129

**SATISFACTION RATINGS AMONGST REFEREES**  
 % OF RESPONDENTS RATING 6-7 OUT OF 7



## 7.0 WRCFA Workforce

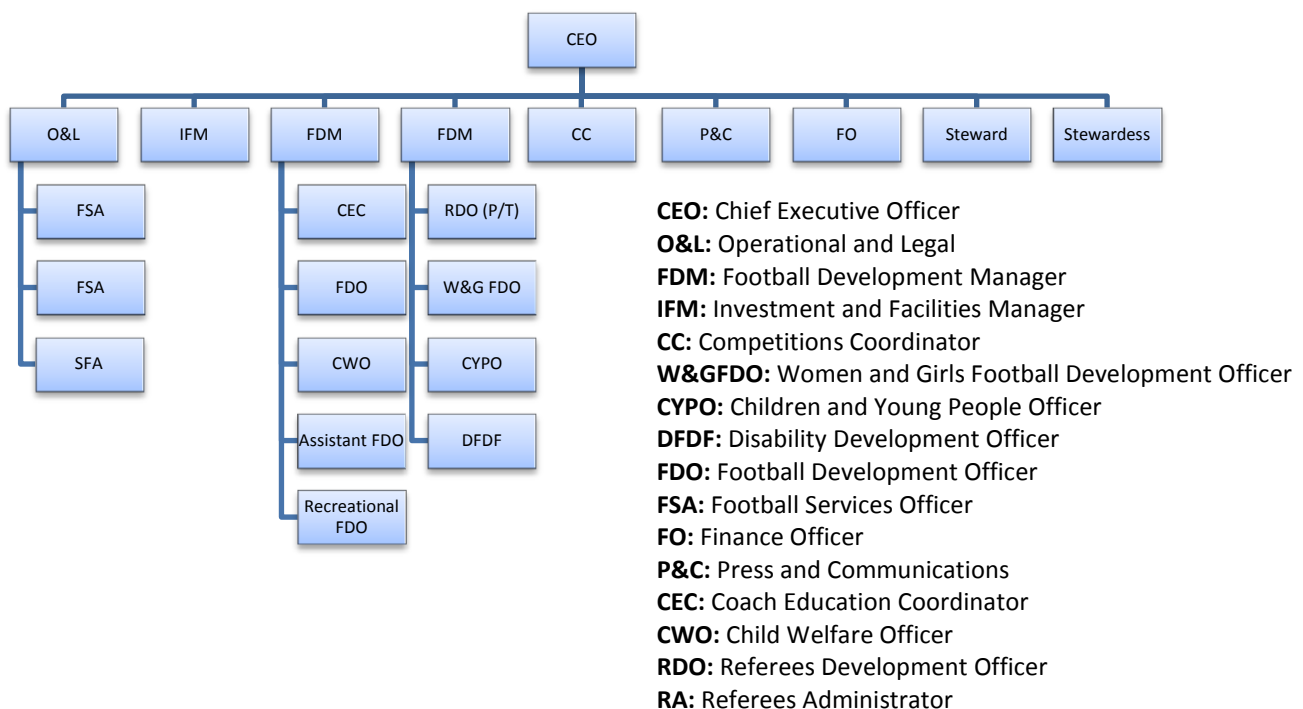
In March 2015, the Association conducted a review of all its professional staff and their roles and responsibilities. The review resulted in the following outcomes,

### Football Development Team:

- Andrew Wadsworth was appointed Facilities and Investment Manager
- Jo De Tute and Andrew Shuttleworth were appointed as joint head of the Football Development Team
- Steve Rhodes was appointed as Part Time Referees Development Officer
- Mark Haywood was appointed as Full Time Referees Development Officer

### Football Services Team:

- Victoria Johnson was appointed as Operational Finance Officer
- The position of Governance Manager was made redundant



One topic that takes up an awful lot of debate around the Association is its governance. Our members understandably care most about the football they play, but good governance is important and the public need to feel reassured that the Association is in safe hands.

I am a strong believer that we should always celebrate our history but not reside on it and I will continue to challenge the Association's Council and Board of Directors to accept change where necessary.

We are fortunate to have recruited a qualified solicitor and experienced sports judicial practitioner in Alan Darfi. Alan has been tasked in the short term with conducting a root and branch review of the Governance processes but in the long term will play a pivotal role alongside the Board of Directors in reviewing the corporate governance structure of the Association.

What is abundantly clear is that our membership doesn't really demand a premier league product; it's simply resolute in its requirement for the Association to do the simple things well.

For my part, our membership can be assured of my commitment to ensuring the association reflects, serves and represents the full diversity of the county and its different communities. Realistically, the association cannot be all things to all people, but it must strive to serve all its members. Staying relevant means staying connected and I am focused on bringing the public voice into the debate.