



## **SEASONAL REPORT 2016/2017**





# CHIEF EXECUTIVE FORWARD

Our gaze is often focused inward— assessing staff performance and the work our organisation does on behalf of the participant – but this year we have also devoted a great deal of time and energy looking outwards, to ensure the West Riding County Football Association can remain relevant and occupy a leading role across the sporting landscape.

Football has had a wakeup call, largely due to the change in Sport England’s strategic approach and the shift in focus towards tackling physical inactivity, together with the increased importance of targeting ‘hard to reach’ groups. This has led to few headaches and despondent faces, but also a few sobering moments of necessary re-calibration.

The mantra now resonating in the offices is, quite rightly, ‘offer what people want, not what we want to offer (or what we have always sold)’ and it’s taken guts, tenacity and a few uncomfortable meetings with leagues and clubs to accept ‘continuous innovation’ as being the direction of travel for the business as a whole.

Vision/Purpose/ Core values have been written in stone (well... on mugs to be more specific) and we will continue to improve our culture and behaviour to prioritise value and impact. Our relentless focus on realising and addressing public need will help us to achieve our goals for the long-term success of the game.

It was a difficult decision to remodel the Fleet Lane pitch to a 3G surface, but the project enabled us to reposition our finances and take a significant step forward with our priority of strengthening the balance sheet, providing greater security outside that of FA core investment and thus safeguarding the future of the Association.

Digital technologies - including WGS, LMS, Hive and Webex – are crucial to our ability to not only disseminate relevant and insightful content, but also to create collaborative learning environments.

Visits to our revamped social media pages have increased by 25% and our online processes have gained momentum with over 90% of clubs and 70% referees accessing the Whole Game System on a weekly basis.

The work of our participants is key to fulfilling our purpose, and we’ve continued to develop our products, systems and processes to better support them in their endeavours, as well as helping to lead the way by committing to long term strategies. The SMT has spent a significant proportion of its time examining and modernising our processes throughout the company and we have started to strip back the internal processes that underpin the delivery of our core services, starting with the front line services of discipline and membership engagement. On behalf of the Board I would like to thank the Senior Management Team for their continued hard work, belief and resilience.

During the past year, there has been an increased focus on corporate governance. The Board recognised the need to improve the balance of skills, knowledge and experience to support and challenge the Executive Team. The recent proposal to amend the Articles of Association to allow for Independent Non-Executive Directors to be appointed has further strengthened the Board and evidences the commitment of the Company to remain agile, focused and fit for purpose.

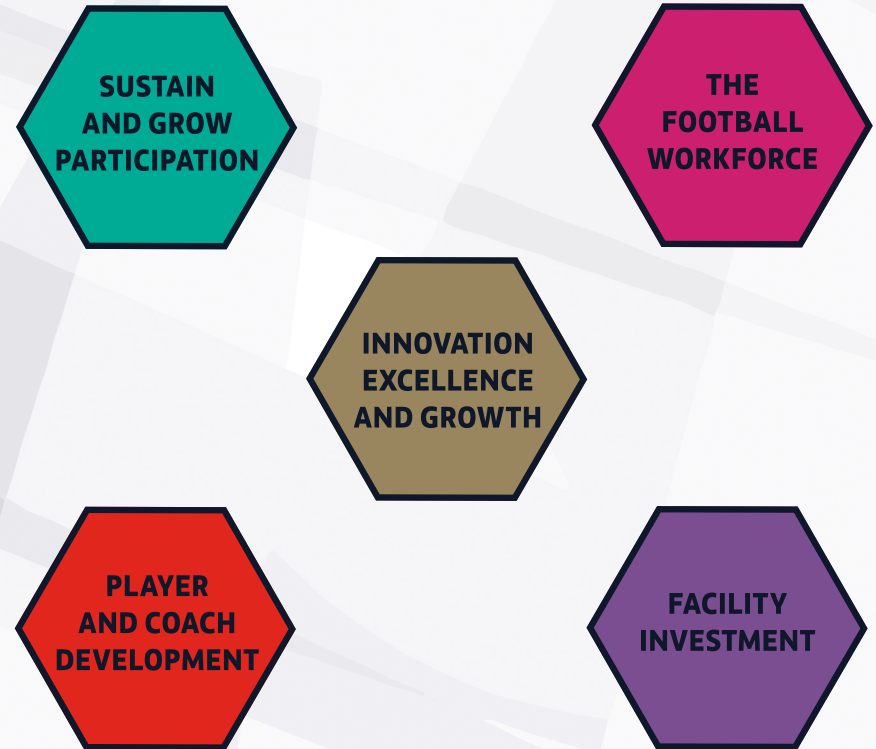
We didn’t meet all of our participation targets this year, but we really started to reap the benefits of some of our long-term investments in our digital capabilities and capital assets. Taking into account the staffing restructure, introduction of Independent Non-Executive Directors, and the investment into the 3G pitch, we have delivered unprecedented change over the past 12 months.

Strong foundations have been laid since we began our re-vamp and I believe that we have focused on the right priorities, as we continue to strengthen the business. Of course there is still more to do, but we are on the right path and momentum is building across the business.

**Hannah Simpson**  
Chief Executive

# OUR STRATEGY

TO CREATE ENJOYABLE AND LASTING MEMORIES IN FOOTBALL



## WE ARE:





## SUSTAIN AND INCREASE PARTICIPATION

**5** NEW  
ADULT  
FEMALE  
TEAMS

**12** DIFFERENT  
WALKING  
FOOTBALL  
VENUES

**6** NEW  
ADULT  
FEMALE  
TEAMS

**£82,500** FOOTBALL FOUNDATION GROW THE GAME FUNDING

**2558**  
YOUTH & MINI  
SOCCER TEAMS

**62,000**  
PLAYERS

**113**  
DISABILITY TEAMS

**1064**  
ADULT TEAMS

**104** RECREATIONAL TEAMS **40** FOOTBALL LEAGUES

## Case Study: SSE Wildcats

The SSE Wildcats Girls' Football Club programme has seen 200 SSE Wildcats Girls' Football Clubs open throughout England this spring, each run in conjunction with the local County FA and their key partners.

The project is an integral part of The FA's objective to double girls' football participation by 2020 and has been established in a joint partnership between The FA and SSE, supporters of girls' football participation and sponsor of the SSE Women's FA Cup.



Such is the demand for girl's football in West Riding; working in partnership with key partners across the county, we were able to create 12 centres across the county with a particular focus on underrepresented regions.



## Case Study: Community Leagues

The Community Leagues offer recreational football opportunities for individuals to play football how they want and when they want. The Leagues provide a soft start for junior players embarking on their open age journey (U21), engage players who feel just that bit 'too old' for Saturday/Sunday football (VETS) and offer the flexibility for people struggling to commit to weekend league football (FLEXI).

The U21s League engages 1416 players and functions to bridge the gap between junior football at U18 to open age participation. Teams don't have the hassle sourcing a pitch as centralised venues are used for all divisions below the Premier Division. The Premier Division has evolved to become a platform for academy teams to filter teams into competitive leagues.

The Flexi League engages 600 players and compliments and functions to facilitate the work life balance. Teams are able rearrange/ alter games to suit themselves. Centralized venues and appointed referees allow people to focus on playing the game without the hassle of sourcing pitches and officials.

The Vets League engages 950 players has grown in popularity year on year as supports those players who wish to continue playing the game in older age or try the game for the first time.

The long term strategy is to expand each league to include a summer and winter offer and ensure each league is accessible to individuals across all areas of the county.





## PLAYER AND COACH DEVELOPMENT

**15** COACH MENTORS IN CLUBS  
**17** DIFFERENT CPD EVENTS DELIVERED  
**40** AVERAGE CPD SESSION ATTENDEES

**1600** CANDIDATES QUALIFIED THROUGH COACHING COURSES

**7.3%** FEMALE  
**5.4%** BAME  
 CPD SESSIONS WITH NEIL REDFEARN  
 HUDDERSFIELD TOWN  
 BRADFORD CITY

**1259** LICENSED COACHES **101** DELIVERED COURSES



## Case Study: Neil Redfearn CPD

“The Neil Redfearn event was a particular highlight of our season, with 149 attendees making it the highest attendance since I’ve been involved with the programme.



Neil was very open, honest and thoughtful with his comments and after the session conducted a Q&A session before staying to chat with attendees 1 on 1. The feedback from the event was excellent. The event was a huge success and Neil has committed to delivering another session next season.”



**Steve Dorey**  
 Senior Football Development Officer

## FACILITY INVESTMENT

**4** NEW 3G PITCHES **15** PITCH IMPROVEMENT PROJECTS

**£3,888,923**  
 TOTAL FACILITY INVESTMENT THIS SEASON



## THE FOOTBALL WORKFORCE

**6** REFEREE COURSES  
**DELIVERED**  
**5.6%**  
**FEMALE**

**3.8%**  
**BAME**

**928**  
 REGISTERED REFEREES  
**130** NEWLY REGISTERED  
 REFEREES

## Case Study: The FA Referee Course

The format of the course changed to introduce an 'Induction Evening', bespoke Safeguarding Children Workshop and revamped 'Call Back Event' which has the additional support of District FA's, Leagues (Open Age/Junior) and Referee Association's. These bodies now attend the quarterly events and provide basic course candidates with the opportunity to meet the people who run football in their area, the relevant information of how to get involved in their competition or organisation and act as the in house 'experts' as part of the interactive workshops on the evening.

83 people have attended the first 2 workshops with a further event planned on Thursday 11th May which is anticipated to generate similar interest amongst Level 'T' (Trainee) referees. The organisations who have assisted at the events have already started to benefit from the time they have invested with RA's reporting new memberships or attendees at meetings, coverage across the County has increased by 26.3% and referee registrations for next season have already exceeded the 300+ mark.



## GET SOCIAL!



## WELFARE AND SAFEGUARDING

**21** CLUB SAFEGUARDING VISITS  
**96%** COMPLIANT WELFARE OFFICERS  
**10503** CRIMINAL RECORDS CHECK APPLICATIONS  
**212** TOTAL POOR PRACTICE CASES  
**62** CASES INVOLVING POLICE & SOCIAL CARE  
**86** ABUSE & FA CASE MANAGEMENT REFERRALS



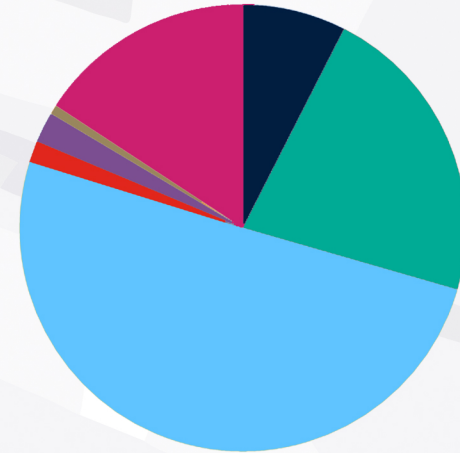
# INNOVATION, EXCELLENCE & GROWTH

**827** COUNTY CUP ENTRIES **5** SPONSORS ENGAGED  
**OVER 2,000,000** TWITTER IMPRESSIONS  
**DEDICATED WORKFORCE** **15%** INCREASE IN FOLLOWERS **3G** FACILITY



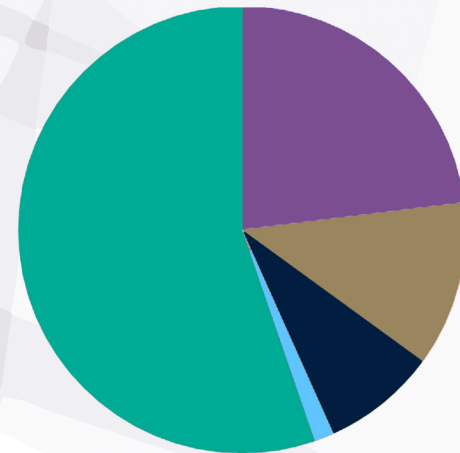
# FINANCE

## INCOME



● Cups ● Hospitality ● Misc ● FA Grants ● Disiplinary ● Membership ● Football Development

## EXPENDITURE



● Payroll ● Initiatives ● Licensed Bar ● Office Expenses ● Site Operations