



**FOR
ALL**

SEASONAL REPORT 2017/2018



CHIEF EXECUTIVE FORWARD

We believe that we have another year of strong, sustainable progress at West Riding FA.

Having focused on our values and prioritised our income diversification strategy, we have galvanized the professional workforce and Board to deliver a unified service to our participants and strengthened our balance sheet by investing in commercial ventures that bring the communities of West Yorkshire closer to the business.

Our values are very clear, Simple – Transparent – Accessible – Inclusive – Relevant – Caring. Whilst rebuilding efficiency and profitability to invest back into the game and to stabilize the business has been a focus, the Board is resolute in their expectation that all staff foster trusting relationships and interactions with our participants by operating with transparency, consistency and fairness. At the core of everything we do is our Mission - 'creating enjoyable and lasting memories in football'. Sometimes this means pulling our sleeves up and getting 'stuck in' on match day and certainly always means focusing on the needs of the participant.

All that being said, I am acutely aware that mechanics of internal business politics, balance sheet security and corporate governance is of little concern to our participants and can often lead to frustration and despondence if perceived as superseding the front line needs of the game. I assure all of our participants that we will continue listening and will strive to deliver products and services in a helpful manner that meets their needs and expectations. The power of football and the commitment and expertise of the grassroots community is abundantly clear. Our challenge over the course of the new National Game Strategy (2018-2021) is to harness the passion, knowledge and expertise that exists within our communities to leave a lasting legacy on the game for years to come.

In May 2018 the business will compile its 2018-2021 Business Plan and 2018-2019 Operational Delivery Plan. The plan will reflect the new 5 Strategic Pillars of the FA National Game Strategy, positioning players at the centre. The Strategic Pillars are not dissimilar to those that guided our efforts and resource in the last Strategy 2015 – 2018, the fundamental shift change being the focus on players rather than teams. The shift, in my opinion is long overdue. Players are the lifeblood of the sport and are the common currency across all bodies and organizations that function to improve and develop the grassroots game.

The Board has made significant progress in meeting Tier 3 of the Sport England Code of Governance in the appointment of two Independent Executive Directors (INEDs), Simon Lewis and Humayun Islam. Simon is barrister practising in the areas of employment and discrimination law, public law and commercial dispute resolution. In addition, he acts as an independent case examiner at the General Optical Council. He also acts as a chair of the national disciplinary panel for England Boxing and has recently been appointed to the Sports Resolutions panel of arbitrators and mediators. Humayun is a member of the West Riding IAG and professionally is CEO of BEAP; a Bradford based community partnership developing links between different communities and empowering local people to engage in transforming their neighbourhood.

Although only appointed in March 2018, the INED's have already been instrumental in focusing the mindset on how West Riding FA can create long term value for our participants. This month the Board will embark on a deep dive review of the strategic pillars, risk management and commercial optimization and will support the Senior Management Team to lead a considered operational planning process focusing on impact, relevance and return on investment.

This report sets out the progress we are making against our current strategy and gives an insight into of how we are building on the strong foundations we have built in the last few years to welcome, with enthusiasm and confidence, the challenges and targets set in the new National Game Strategy 2018-2021.

Hannah Simpson
Chief Executive

RAISING STANDARDS

15%
REDUCTION
IN YELLOW
CARDS

23%
REDUCTION IN MISCONDUCTS

21% REDUCTION
DISSENT
CAUTIONS

15%
REDUCTION IN
RED CARDS

20
ANTI-DISCRIMINATION
CASES PROVEN

27 ANTI-DISCRIMINATION
INCIDENTS REPORTED



SUSTAIN AND INCREASE PARTICIPATION

17,781

PLAYERS REGISTERED

3724

TOTAL TEAMS
AFFILIATED

13 COMPETITIONS
SANCTIONED

54* WILDCATS CENTRES

***HIGHEST IN
THE COUNTRY**

£98,000

GROW THE GAME
INVESTMENT
INTO CLUBS

1160

MINI SOCCER
TEAMS



36
LEAGUES
SANCTIONED

116 RECREATIONAL
TEAMS





FOOTBALL WORKFORCE WELFARE

329 CLUB WELFARE OFFICERS

LEAGUE WELFARE OFFICERS **14**

240

TOTAL POOR PRACTICE CASES

36

ASSISTANT WELFARE OFFICERS

28

SAFEGUARDING VISITS

1100

CRIMINAL RECORDS CHECK

1796

COMPLETED THE ONLINE SAFEGUARDING COMMITTEE MEMBERS COURSE

73

ABUSE CASES AND CASE MANAGEMENT REFERRALS

32

CASES INVOLVING POLICE AND SOCIAL CARE



FOOTBALL WORKFORCE REFEREES

1004

REGISTERED
REFEREES

92.60%

% COVERAGE IN
ADULT LEAGUES

5.74%

% BAME
REFEREES

3.78%

% FEMALE
REFEREES

176

NEWLY REGISTERED
REFEREES

9

REFEREES
COURSES
DELIVERED

41.30%

% COVERAGE IN JUNIOR
LEAGUES





Blue - beat a player 1v1.
Red - win the ball back
within 3 seconds of team
losing it.
Green - make a goal saving block,
tackle or save.

FOOTBALL WORKFORCE COACHING

14
COACH
MENTORS

12

LONG SERVICE
AWARDS PRESENTED
(50YRS)

54

AVERAGE CPD
SESSION
ATTENDEES

22

CPD SESSIONS
DELIVERED

600

LEVEL 1 COACHES
QUALIFIED

85

LEVEL 2 COACHES
QUALIFIED

1882

LICENCED COACH
CLUB MEMBERS

UEFA B COACHES
QUALIFIED

24

5.69%

% FEMALE
LICENCED
COACHES CLUB
MEMBERS

7.76%

% BAME LICENCED
COACHES CLUB
MEMBERS

INNOVATION EXCELLENCE AND GROWTH

973
COUNTY CUP
ENTRIES

TWITTER
PROFILE
VISITS

100%
INCREASE
TO 80,682

100%
INCREASE
TO
1.3 MILLION

TWITTER
IMPRESSIONS

151
INSTAGRAM
FOLLOWERS
SINCE APRIL
2018

246
TEAMS
ACCESSING
THE WRCFA
3G PITCH

£4,395
COUNTY CUP
INCOME TO
CLUBS

764

NEW TWITTER
FOLLOWERS





BETTER TRAINING AND PLAYING FACILITIES

5 3G PITCHES
DELIVERED

95 PITCH
IMPROVEMENT
PROJECTS

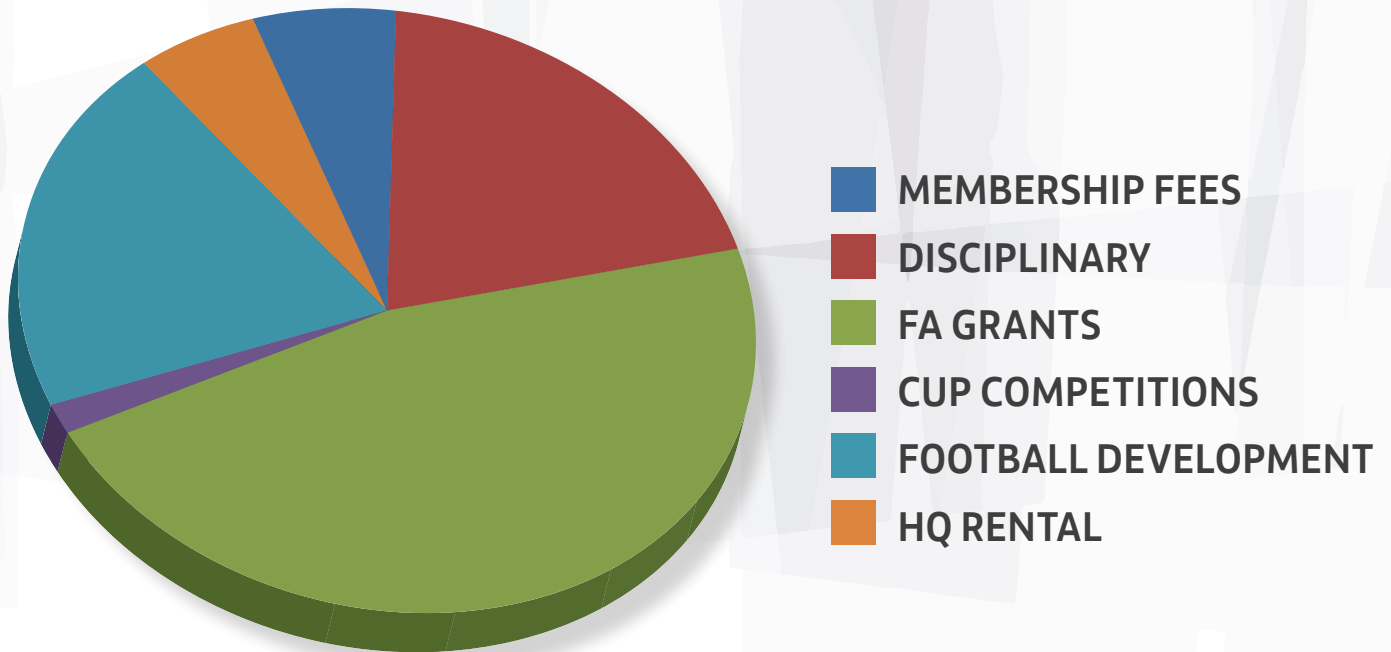


£3,225,947
TOTAL INVESTMENT
IN FACILITY PROJECTS

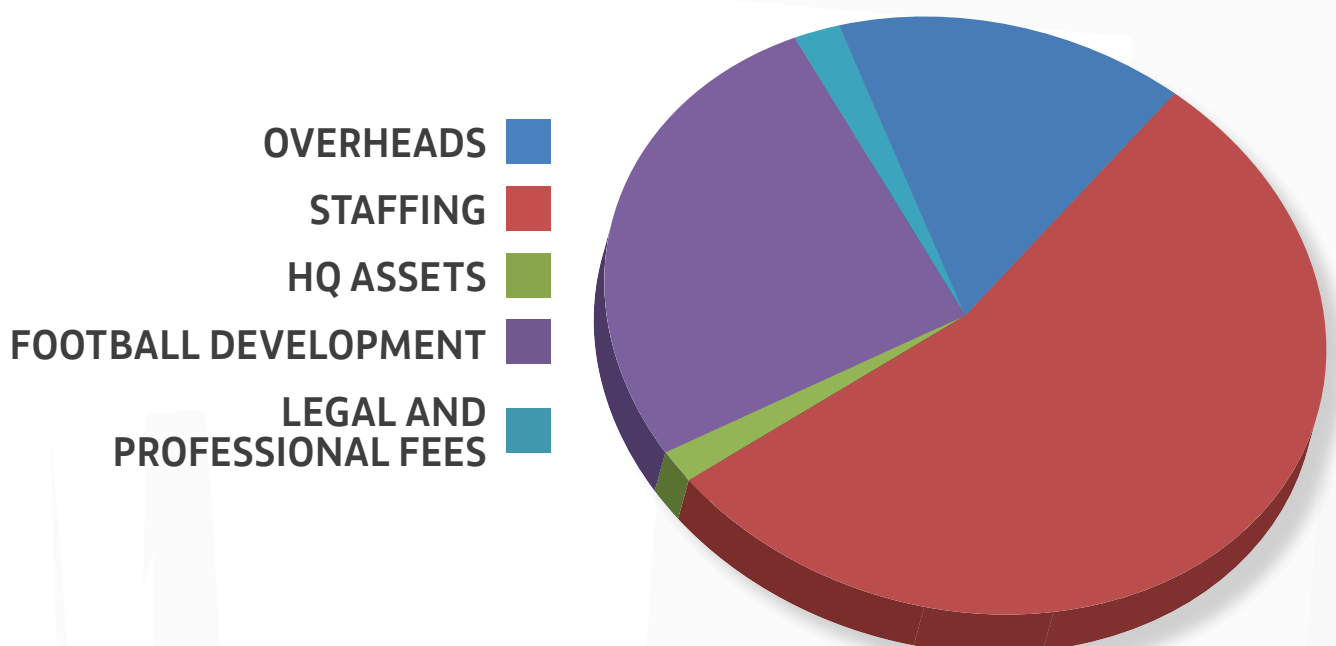


FINANCE

INCOME



EXPENDITURE



THE NATIONAL GAME STRATEGY 2018-21

INSPIRING A LIFELONG JOURNEY IN FOOTBALL FOR ALL

5 STRATEGIC PILLARS

High Quality
Introduction to
Football

Develop Clubs
and Leagues

Embrace all
Formats, Engage
all participants

Recruit, Develop
and Support the
Workforce

Develop
Sustainable
Football
Facilities

THE NATIONAL GAME STRATEGY KPIS, TO BE INCLUDED FROM 1 JULY 2018 ARE:

MALE AFFILIATED AND REGULAR-RECORDED
RECREATIONAL PLAYERS

FEMALE AFFILIATED AND REGULAR-RECORDED
RECREATIONAL PLAYERS

DISABILITY AFFILIATED AND REGULAR-
RECORDED RECREATIONAL PLAYERS

FUTSAL AFFILIATED AND REGULAR-RECORDED
RECREATIONAL PLAYERS

YOUTH FA CHARTER STANDARD

ADULT FA CHARTER STANDARD

SAFEGUARDING

AFFILIATED PLAYER REGISTRATION COVERAGE

YOUTH TEAMS WITH AN FA-QUALIFIED COACH

FEMALE COACHES

BAME COACHES

NUMBER OF REFEREES

FEMALE REFEREES

BAME REFEREES

GRASS PITCHES IMPROVED

NATIONAL GAME STRATEGY KPIS, INCLUDED FROM YEAR 2, ARE:

TOTAL BAME AFFILIATED AND REGISTERED
PLAYERS

CUSTOMER SATISFACTION WITH COUNTY FAS

RESPECT TEAM RATINGS