



KINGSTON AC and POLYTECHNIC HARRIERS.

A WORKING AGREEMENT

between

**Momentum Sports (Momentum) & Kingston AC & Polytechnic Harriers
(KACPH - the Club)**

February 2019

1.0. Introduction

KACPH (the Club) and Momentum Sports (MS) share a 20 year history where both organisations have grown significantly in numbers and in organisation. Each share the primary aim to provide the best environment for athletes and athletics in Kingston, and to reach full potential.

In order to achieve this, both organisations will provide a full sharing of skills in Coaching, Training and Competition for members of each organisation through a Working Agreement, commonly called a "Memorandum of Understanding" (MoU), which brings together the best modus operandi between a voluntary and professional organisation.

By working together for mutual benefit and co-operation, the Club and MS will aim to provide the next generation of athletes and provide the ancillary necessities to facilitate our aims. This requires the promotion of a volunteer base to supplement our combined aims and enable vacancies to be filled in the Club's Executive Committee, Officials for Track and Field (T&F) Athletics and ancillary help with events for home and away competitions. Currently, the Club is suffering from a lack of continuity of personnel coming forward.

Both parties will also promote and encourage T&F Athletics in the local community as their core objective, under the jurisdiction of the governing bodies in our sport.

1.1. The purpose of this Agreement is:

- To highlight the requirements, responsibilities and expectations of both organisations.
- To outline the parameters within which Momentum and the Club may work in partnership, which will include resolving concerns.
- To define the length of the Agreement and how often it is to be reviewed according to changes in development within each organisation.
- To understand that it is not a legally-binding Agreement but in signing the MoU, each organisation acknowledges it will use its best endeavours to implement individual and joint responsibilities.

1.2. Historical Context

In normal circumstances, a Working Agreement or MoU would require only a basic review of each organisation and would present the Agreement as a factual summary of combined aims and objectives.

In this case, setting the need for a Working Agreement between Momentum and KACPH within a historical background of difficulties and solutions, would remind both parties of the journey taken to reach this point.

This first Working Agreement will provide archive material which was not always recorded in Committee Minutes, nor in Momentum's records and will act as a guide for future and less detailed Agreements.

2.0. KACPH

The Club is a long established voluntary T&F Athletics Club since its inception and amalgamation in 1984, with full affiliation to its governing bodies of UK Athletics (UKA) and England Athletics (EA), and thus enjoys the benefits available. This includes Public Liability Insurance, although the Club also has its own Public Liability and Group Personal Accident Cover. The Club is essentially an administrative body offering the opportunity to compete, whilst providing coaching and competition in League and National competitions.

All its Officers are volunteers and like many voluntary organisations, the Club functions as a meritocracy and respects whatever time and support its volunteers can offer.

In 2016, the Club was awarded the EA's accredited Clubmark, which denotes that the Club has a safe, strong and successful infrastructure which includes sound policies and procedures, higher standards of welfare, equality, coaching and management in community sports.

The object of the Club is the promotion and encouragement of T&F Athletics. This is in line with its Clubmark status to offer its Members competition for all ages and abilities (from 8 to 80 years and beyond) in League, County and National events; coaching in order to compete in a variety of T&F events; a volunteer structure which might lead to training for its supporters to become a Coach, Team Manager and/or an Official, and finally, the opportunity for social interaction which promotes the wellbeing of any organisation.

The Club is an all-inclusive organisation, with full safe-guarding and data-protection procedures in place for all its Members in line with government legislation.

2.1. MOMENTUM Sports

Momentum Sports is a business set up in 2000 by former English Schools Champion athlete and UKA Level 3 Performance Coach, Richard Holt, to provide coaching and information for athletes of all ages and parents of young athletes across the board. Momentum operates by pooling expertise and knowledge of T&F Athletics from a wide range of sources, including Richard's own experience of coaching all levels and ages from total beginners to international athletes.

Based at Kingsmeadow, the interests of the Company are the provision of high quality coaching and the expansion of participation in the sport across all demographics from the age of 6 upwards, from novice adults and children to the more experienced athlete.

Richard initially set up his business for online coaching in track events but has expanded to provide training in multi-events for all-age athletes, and now offers specialisation in horizontal jumps with a designated coach for more elite athletes. More development is to come in throws and vertical jumps with a new multi-event Coach having just recently joined the Momentum team.

Richard was joined in Momentum by UKA Level 3 Performance Coach Pat Logan, who became an employee in 2013 after over 34 years as a competitor and volunteer in the Club. He is the only Founding member of KACPH who still competes, and as a Masters athlete has won more national and international titles than any other member. Pat has been World Champion at 60/100 and 200metres and has won numerous European and national titles. He has been an active Committee member from the beginning of KACPH, having been Chairman and President of the Club for many years. Pat has been able to use his professional skills in business management to assist in the development of the Club in many ways and in a number of situations.

In 1990, as Coaching Co-ordinator and very much interested in the needs of Junior athletes and primary school athletics, Pat developed the original Kestrel Club with great success, and was assisted by Gillian Libretto, who took over the Kestrels from 1992 - 1997. Pat's continued involvement and development with Junior athletes at the Club meant that the Club had more athletes than our voluntary Coaches could cope with. With the support of Committee, Pat sought ways of avoiding having a waiting list for new Juniors and the solution was to bring Momentum Sports and KACPH together as a means of paying Coaches for training our athletes without KACPH having to become an employer.

In 2008, the newly resurrected Kestrel Club was re-established by Momentum under Pat's direction and has become a well-known pathway for novice Juniors to enter the world of T&F athletics in the Borough and beyond.

Pat's wealth of experience and his commitment to KACPH is instrumental in bridging the gap between his Club and his employer.

2.2. What Momentum does.

Momentum gives encouragement to interested athletes to sign up to the EA Coaching courses for accreditation and being licensed, after which they are trained by working in a team. Novice Coaches are mainly athletes who have come up the ranks as members and competitors of the Club, and fortunately for both organisations, remain within our sport and in the Club because they are paid by Momentum and are not drawn to other weekend jobs. Now much of the training of Coaches is overseen by Momentum.

All Momentum Coaches are DBS checked & insured, and follow the same coaching protocols laid down by UKA/EA. The EA accredited Clubmark was awarded to KACPH in large part because the Coaching Structure shared between the Club and Momentum, was accepted by EA Officials as being cohesive and of high quality.

Momentum's Association with the Club means that it's high coaching standards are reinforced within the Clubmark scheme.

3.0. WORKING TOGETHER

The relationship with Momentum has provided the Club with the provision of entry level coaching for young or novice athletes via the Kestrels, and three MS groups for novice adults.

The Club had been struggling for some time to maintain these groups with the human resources it had available within the Club, as it relies so heavily on volunteers being available and offering their services regularly and consistently over time. Consequently the extra support offered from Momentum was welcomed.

Currently there remains a handful of volunteer Club Coaches with training groups.

Working with Momentum has also enhanced recruitment for the Club as the former "Waiting List" was abandoned and athletes were able to gain easy access to competition by joining the Club. An agreement was made that MS Coaches would mentor Juniors during Ebbisham and Lily B League matches, which proved very helpful. Furthermore, the sharing of payment for UKA coaching courses helped to swell the ranks of qualified and licensed Coaches for both organisations.

The Club's own volunteer Coaches and Coaching groups have gained from this over the years and it has been re-affirmed by Committee (December 2018) that the sharing of payment for UKA courses will continue providing that newly qualified Coaches are prepared to offer their services voluntarily to the Club for an agreed period of

time.

It is to be noted that in the last couple of years, over 90% of all Club competing athletes are coached by Momentum Coaches and this will be ongoing into 2019 and beyond.

3.1. Emerging Difficulties.

In the last 5 years there have emerged problems within the Coaching Structure which seem to be associated with the voluntary Club working closely with Momentum, a business-based organisation, and these problems were not initially expected or desired.

Also it is apparent that Parents are often confused between what MS offers as a professional training/coaching group and what KACPH offers as a voluntary athletics club with a few coaching groups offering training.

In 2013, the Club's current Coaching Co-ordinator (CC), Pat Logan (1st claim to the Club) and it's Head Coach (HC), Richard Holt (2nd claim and competes for KACPH) were both voted for by Committee which they joined (although RH has no vote), in full knowledge that they were also professional Coaches with Momentum, but were the best and appropriate choices for their tasks. However, there developed an unease within the Club that there may be a conflict of interest from these appointments.

In 2016, following a suggestion that a "Memorandum of Understanding" be brought in to facilitate and overcome these difficulties, Committee agreed with the appointment of a Working Party to understand and present the Club's understanding of it's relationship with Momentum. Gillian Libretto had experience of developing an MoU for another voluntary organisation, and was asked to form the Working Party up to a maximum of 12 Committee members.

It is an understanding of these difficulties and resolving these concerns which will form part of this MoU, or Working Agreement, between KACPH and Momentum.

4.0. KACPH's RELATIONSHIP with MOMENTUM SPORTS

The following points show the current working relationship between the two parties:

- Through the Club's website and being a member of RBK's Sport Kingston (the former Sports Council), the recruitment of young athletes and novice athletes is channelled to MS's Kestrel Club (link: www.kestrelclub.co.uk). This ultimately adds to KACPH's numbers because when Kestrels are ready to compete they must join an accredited UKA athletics club for junior league competitions, and that club is KACPH.
Likewise more elite Juniors from Borough Schools championships and enquiries from adult athletes come through the Club and it's Membership Secretaries. These applications are discussed by the CC, HC and Coaches as to which coaching groups are best suited to new athletes and the events they wish to participate in.
- Momentum encourages the athletes it coaches to join the Club in order to compete for a UK/EA accredited club in all the leagues available. It's own website provides an avenue to promote and market the Club in all Momentum activities.
- Momentum often provides funds to support KACPH, and together both organisations share in the funding of Coach training, the Club's gym and the

- use of equipment from the Club's equipment container.
- MS's training groups and the Club's remaining coaching groups run traditionally and concurrently on Tuesdays and Thursdays, and some Saturdays and Sundays, all year round.
- The Club benefits from the good quality coaching provided by MS for K&P athletes as well as from its own voluntary Coaches, and some multi-event athletes have shared coaching with both organisations with equal satisfaction.
- The Club enjoys the provision of coaching assistance from MS and its own Coaches during training sessions, and on match days for young athletes, which supplements the work of the Team Managers (TM's) and unites everyone together.
- With both MS staff as Committee Members (although as Second Claim, Richard Holt does not vote on Club matters) there is a regular platform for updates on the Coaching Structure which both organisations share, and the dual role which PL and RH have in both organisations is beneficial for all.
- In providing a cohesive coaching and athlete community of people who have formed strong friendship bonds, MS supports the Club's social base from which volunteers such as fund-raising groups and merchandising can be established.
- Together with each organisation's supply of athletes and parents, filling teams, team management and other Club functions, many necessary roles can be met, such as the administration of the Coaching groups within the Clubmark requirements of Junior Registration.

4.1. DEVELOPING the RELATIONSHIP

The following points are indicative of a wish to achieve the best possible relationship between the two parties:

- MS can provide assistance with a range of administrative tasks if required by the Club. It will also assist to improve the numbers of volunteers desperately required by the Club in order to fulfil its duties in match organisation and the provision of qualified Officials. MS is best able to do this because of its weekly interaction with many parents and senior athletes. The personal touch is still the best and most successful way to engage others, despite the benefits of social media.
- It is vital that the efficient flow of the athlete process is increased and improved on what has developed since the change from a former paper system to one of online registration over 5 years ago ie. joining the Club, getting EA registration etc. The Database is currently being adjusted by the Club's Working Party, led by Les Hatton (KACPH Chairman & Webmaster) with Camilla Thrush (Database Administrator & ICO Officer) and Steve Elford (Director of Web Development "Whitespace") to improve how all Club Members access their membership profiles, to improve access by Team Managers and to sort out how EA payments are to be made for competing athletes.
- Improved levels of appropriate competition is to be provided for athletes being coached by both organisations. MS will actively support the development of a KACPH Womens' Team for entry to the UK Womens' League and will support athletes entering the Southern Athletics League, the BAL and Cross-Country Leagues.
- More support for Coaches is to be given and particularly with their career development pathways, to the mutual benefit of both organisations.
- An agreed understanding is to be established between both the Club and MS of

the Coaching Structure used by both organisations, which started with the then CC, Mark Roberts, in 2016. In particular, agreeing the progression an athlete can make throughout their athletics career under the opportunities available and current limitations, will be an essential part of this progression.

- All Club and MS members now have access to the Club's free-weights gym (an important component of many athletes' training) thanks to MS supporting the viability of the gym by paying a majority of the costs in return for their athletes getting use of it. Club Members pay their fees through the Membership Database as before. The drive to encourage better use of the free-weights gym and improve performance outcomes for competing athletes, has been a difficult problem to resolve until now.
- The definitions of Coaches' and TM's jobs need to be better understood, likewise the roles of Coaching Co-ordinator and Head Coach. They are all distinct roles and both parties will work on the understanding of these positions in order to maximise the potential that we have for success by working together.
- The support of the Club at home matches is to be improved by both parties in terms of the provision and co-ordination of qualified Officials and volunteers.
- Until now, Welfare has only been the main concern for the Club and its members as part of its Clubmark accreditation. The Club and MS will now work together in line with current Safe-guarding legislation and within our combined working relationship to develop a welfare system for the benefit of all our athletes.
- In December 2018, Committee accepted a proposal to change the "Hardship Fund" to "Welfare Fund", which would take 20% of all donated monies to the Club on a regular basis in order to maintain the Fund. MS and the Club will develop means by which any athlete in need of financial support and is brought to the attention of the Club's Welfare Team, can be supported to continue representing the Club.

4.2.0. RESOLVING CONCERNS

There are five main concerns which are causing current discord within the working relationship between the Club and MS and they are:

- 1.Coaching provision by professional and voluntary Coaches.
- 2.Transfer of athletes between training groups.
- 3.Unresolved differences between coaching methods.
- 4.The role of Team Managers and their frustrations.
- 5.The perceived conflict of interests with the CC and HC being professional MS Coaches.

4.2.1.Coaching Provision

Traditionally belonging to an athletics club meant that coaching was given freely to all competing members who regularly paid their subscriptions. Coaches were never paid because athletics clubs had charitable status and were unable to function as businesses, despite being independent organisations (albeit affiliated to the British Athletics Federation (BAF) which became UKA in 1999).

However, payment for coaching at high levels has been in operation for many years, particularly when former Olympians offered their services to coaching which often became part of their livelihoods, and over the years certain initiatives at athletics stadiums have brought in payment for schemes to target the participation of children

and families.

From the outset, MS made no excuses about being a business and all athletes who are trained by MS Coaches pay for those services, whilst a number of Club Coaches remained as Volunteers not wishing to take money for their services. Over time, tensions developed particularly in the area of athlete movement between groups, especially from Kestrels to the evening groups.

However, MS has always maintained that there has never been a conflict of interest in the way decisions are made about athlete development and reinforces the fact that MS is purely about the development and well-being of athletes and their enjoyment of the sport, and is not focussed on monetary profit except what is acceptable for the survival of the enterprise.

After recent discussions between members of the Club's Working Party, it is hoped that there are no longer any residual concerns about voluntary and professional coaching groups working within the same Coaching Structure, as the current good work which is being done by both volunteer and professional Coaches should not be undermined.

It is generally recognised that developing tensions between Coaches at Kingsmeadow have often been more about the lack of communication or understanding between them, and it is this Working Agreement which will encourage and foster a much better relationship between the two organisations.

Finally, as there is evidence that parents of Juniors have been confused about the two different systems of paid and voluntary Coaches which operate under our combined Coaching Structure, both organisations must work to ameliorate this confusion and come up with an acceptable solution for all.

Clearly, there has to be some form of acceptable "parity" between volunteer Coaches with the Club and those paid by MS in order to move forward and to prevent confusion, with a smooth transition of junior athletes from the Kestrels to other Coaches has to follow.

A Way Forward

Currently as around 90% of all competing Club athletes are trained by MS Coaches and pay for coaching, it leaves a relatively small number in the training groups run by KACPH's volunteer Coaches who, by definition are unpaid, thus illustrating two groups of competing athletes:

1/ A group which pays for coaching and 2/ A group which receives free coaching.

The existence of free coaching has caused some concern & confusion between Coaches and parents, whose children move from paying for Momentum groups into non-payment groups, according to their athletic development. This lack of parity has affected the working relationship between KACPH & MS to the extent that our combined Coaching System is seen to be unfair.

The Club's Working Party on the MoU has looked at this problem in great detail and are of the general opinion that all coaching needs to be "paid for" in some way, irrespective of which training groups KACPH athletes join. However, as there are many benefits included in MS's fees for their training groups, the Working Party has to make sure that Club athletes do not lose out overall when considering "parity" between the two organisations.

Historically, coaching was free on joining an athletics club and all coaches were volunteers. Times have changed and there are less coaches remaining unpaid in our sport than ever before. The Club has had only 1 individual coming forward recently to be a volunteer Coach, and it remains with just a handful of volunteers coaching. As this is unsustainable if KACPH wishes to offer a range of athletic events to its members, Momentum is able to fill

in the gaps and offer specialist coaching within this Working Agreement.

A Donation Scheme for KACPH Coaching

Because of Employment Law, KACPH cannot pay its Coaches, but can accept donations for coaching which would go directly into Club funds.

The Club no longer receives financial support from central sources as with the former Network Hubs set up to fund coaching and other needs required by voluntary clubs, nor has there been any RBK grants available for equipment for some years. KACPH therefore relies for its financial security on Membership Subscriptions, the 100 Club and the occasional donation from patrons and the Membership in general. The only extra money coming into the Club is from the private JP Foundation which has been invaluable for equipment and social events, as central source funding has collapsed. When fees for Coach training & Welfare Fund for athletes; Database maintenance & development; travelling requirements and other expenses such as Coach expenses and our HCA's are considered, they soon add up.

Therefore bringing in donations for all Club coaching and to encourage fairness into the combined Coaching System, will mean that the extra money gained would supplement Club expenses, the Welfare Fund (20% of all donations) and help to fund any future development projects.

Between 2006 - 2012, KACPH's Committee introduced the "£1.00 in the tub" from Juniors at each training session (and after they had paid entrance to the track) to foster commitment from parents and their children, and this became the norm. It was accepted by parents as a fair donation and had no affect on numbers attending. The money collected went towards Coach expenses, Club equipment and Team travel. Then Club personnel changed and funding became available from central sources to fund Coach training, so the scheme was dropped. It however, brought in an average of £80 per week into Club funds.

Now for different reasons in 2019, a more formal approach is being brought into operation, and although it must be accepted that donations in a voluntary club cannot be forced, yet it is hoped that it will become an agreed expectation by all.

Acceptance of a Donation scheme for Club Coaching

This proposal was presented by the Club's Working Party and accepted in principle by Committee on the 11th February 2019, on the understanding that the Working Party will work towards resolving all issues. The problem caused by unfairness seen within the combined coaching provision has been solved in principle, but additional refinement of how "parity" is worked out will continue within the Club's Working Party on the MoU around the issues of Coach involvement, the mechanics of introducing a new scheme and the level of cost.

Broadly speaking the new scheme will mean the following:

1. All Kestrel transfers to KACPH groups and trained by volunteer Coaches, to pay an agreed coaching donation into the Club Database when it is set up to do so. They would pay their track fees directly to Reception for each session attended on entry to Kingsmeadow. The fact that some multi-event athletes are shared between Momentum and K&P Coaches, is one of the issues for the Working Party to solve, but it is likely that the monies collected will be reflected by a special arrangement to be agreed by all parties.
2. All Club members who do not train with Momentum but train with KACPH groups, will be expected to pay the donation for coaching into the Database as above.
3. Their donations for coaching with KACPH groups would be clearly less than Momentum

fees, which has business expenses, pays its Coaches and includes access to the gym, plus support from a sports rehabilitation therapist. As Track fees are a separate item and paid into to a different organisation, they have to be paid separately by all athletes for each session attended, and on entry to the Track. This would mount up, whereas MS fees include Track fees.

What would be unacceptable is for Club athletes to pay more for being outside MS Groups and this area needs further discussion by the Working Party.

4. The current arrangement will remain as it stands for the time being, until the Club's Database is adjusted in due course to incorporate the new scheme, and the Working Party has solved the issue of "parity" with the combined benefits of either training with Momentum or the Club's voluntary groups.

5. Members of the Working Party are in full agreement that the Club will continue to recognise and respect that its Coaches with their voluntary status and are not expected to take part in the Club's "Donation Scheme for Club Coaching" unless they wish to do so.

6. Any welfare issues concerned with Club subscriptions and extra charges will be considered within our normal accepted protocol.

4.2.2. Transfer of Athletes between Training Groups

Currently there are criteria worked out by the HC and CC for the transfer or progression of athletes, especially for Juniors who are progressing up from Kestrels. However, not all Coaches have been in agreement with the criteria and this needs to be revisited for clarity and agreed by all Coaches but until that time, the current system will remain in place.

At present the options for Juniors now starting in T&F is to join Kestrels as novices, or starting in the evening groups. This may also include new athletes, who have accredited times and distances from the Borough and Schools' Championships, and who may by-pass the Kestrels and, depending on their events, go straight into the later evening groups. Currently, all U17 age athletes beginning in T&F athletics as novices start in Kestrels.

It is accepted by both organisations for the need to encourage socially disadvantaged Juniors and Seniors and give them the chance to join a training group. Support in this initiative will come from the Club's Welfare Officers and MS through their links with local schools. A joint welfare scheme will develop in due course.

4.2.3. Coaching Methods and Skills

It has been discussed and agreed within the Club that the historical policy of "Coaches only coaching Club Members who must compete" no longer applies, and a return to the former protocol from the past that Coaches can determine who they coach and why, is a more helpful policy going forward.

This return to a former protocol is based on why individuals want to take part in T&F Athletics these days. They fall into junior categories such as "aspiring", "talented", "recreational" and "social", and adults, who are mainly serious in making their own decisions as to how much they wish to compete, are generally separated into "aspiring" or "motivated" categories.

Once an athlete wishes to compete, they will be encouraged to join KACPH from whichever training group they are in.

However, specialist event Coaches are rare and are often shared between athletes from different (and often competing) clubs with no particular areas of conflict, and sometimes these athletes become Second Claim to KACPH.

The Club recognises that a shared Coaching Structure with Momentum, whether it be for Club or non-Club members, is a valuable tool to develop a groundswell of athletes enjoying our sport, to maximise potential numbers for competitions and to foster a good training atmosphere down at the Track. However, criticism has built up over the last few years about differences in coaching methods and skills between various Coaches.

Traditionally the way individual Coaches trained their athletes was not a matter of general concern (unless there were safety issues involved) rather that the positive and successful outcome for individual athletes in T&F athletics was the most important feature of coaching. The satisfaction for both coach and athlete in achieving their aims through their relationship satisfied any critics as to methods used. There was also a genuine respect for Coaches whose main aim was to support their athletes to achieve their potential.

However, over the years there have been a number of incidents where the CC or Welfare has been asked to intervene between Coaches, whose behaviour between themselves caused by different coaching styles, was affecting the atmosphere at the track. There may be many reasons for this, but general respect seems to have been forgotten in this area and seemingly a lack of sharing positive aspects of coaching has taken second plac.

Because of this Agreement and the fostering of good relationships between the Club and Momentum, it is expected that Coach to Coach discussions will occur organically as these are crucial for good practice within the Coaching Structure, and ultimately will form the basis of mutual respect and according to the Coaches' Code of Conduct.

4.2.4. The Roles of Team Managers

Team Managers are volunteers and play an important and integral part of the Club. They encourage athletes to compete by participating in the Teams and organise travel to matches. As they are also in direct contact with the parents of Juniors, they have a valuable part to play in communicating what Track & Field Athletics is about. Both Senior and Junior Team Managers also encourage socialisation and are able to foster a spirit of togetherness and healthy competition within their Teams.

It is not always possible for Team Managers to be present for every training session at the Track, in order to gather athletes together for impending competitions or to check junior athlete availability with parents. A large part of this exercise is done via text/phone calls, emails or social media. It is not a perfect method and everyone needs to be mindful of the fact that TM's do their best to contact athletes needed for matches, and that it is a two-way relationship of proper and timely communication in order to secure complete Teams.

There is however, the potential for conflict when there may be depleted Teams, which in turn may compromise the Club's position as to promotion or relegation, especially and in some respects, understandably, after so much effort is put in by voluntary TM's throughout a season.

Sometimes the development of individual Juniors may not take priority when a Team's success is compromised and so consequently, based on observations of the selection process, it is suggested that the following points for a TM's basic "modus operandi", need to be taken on board:

1. No athletes should be asked to do an event that they have not shown some

competence for in training. Furthermore, novices need to join the Club only when they feel confident and ready to compete, even if Teams at any time in the season are incomplete.

2. Novice Juniors take a long time to be proficient at technical events, and expectations from TM's need to be reasonable at all stages.
3. Respect of what the Coaches recommend for an athlete is of utmost importance and needs to be discussed and not left for criticisms after the event.
4. Juniors' preferred events are an important feature of a young athlete's enjoyment of our sport, except that there has to be some consideration of the number of athletes all wanting to do the same event.
5. Sometimes a TM is also a Coach, and clear lines need to be made and understood to prevent confusion by parents and athletes alike, but as with the Coaches' Code of Conduct, TM's are bound by the same code within Clubmark.

An essential part of this process, and accepted protocol, is for TM's to work with all Coaches throughout the season and that meetings are organised at regular intervals throughout the year. Also for TM's and Coaches to be in communication with each other before impending matches in order to share information about the state of the Teams, and the potential participants of athletes expecting to take part.

Often it is unclear as to why athletes choose not to participate in league matches, which in part may be because of a specific training schedule unbeknown to a TM, yet important to Coach and Athlete. It may also be because an athlete joins an athletics club in order to get the obligatory EA number for competitions, and not necessarily to be part of a team. Some would argue that T&F athletics is an individual sport, especially at the higher levels of competition.

These two major protocols between TM's and Coaches should reduce criticism of the selection process which has occurred from time to time, and concerns should be discussed directly with an athlete's primary Coach or Coaches to prevent any undermining of their work.

These protocols will foster an understanding of what is possible throughout the competition season, and will also go some way in reducing frustrations that a Team Manager often has to endure.

4.2.5. The perceived Conflict of Interest with the CC and HC

Initially in 2013 there was no expectation of a conflict of interest with the roles of Coaching Co-ordinator and Head Coach, both of whom work for Momentum, but this became a debate which evoked concern in recent years. However, the consensus now is that the Club endorses Richard and Pat's contributions through Momentum Sports. Many Committee Members have jobs in the Club which might lead to a conflict of interests, and understand that this actually does not materialise to any great extent in practical terms, when the jobs at hand are more important in keeping everything working for the benefit of all.

Therefore there is no reason to believe that our CC and the HC have any other motives other than supporting KACPH, in the same way that the Club will support Momentum.

As "professionals" whether volunteers in the Club or employees of Momentum, we are all working together for the love of Track & Field Athletics, which without us all

playing our part and working with mutual respect, our sport would fall apart at Kingsmeadow and in the wider Borough of Kingston upon Thames.

5.0. REVIEWING the PARTNERSHIP

The Agreement, or Memorandum of Understanding, will run from February 2019 during the T&F Indoor and the XC championship season and will be ongoing. It will run subject to Review during July and August so that by September 2019, when T&F is coming to an end with the new Cross-Country (XC) season starting, the necessary refinements to the Agreement are in place.

The Review of this Memorandum of Understanding will take into account the following:

- What each organisation shares and how they understand the problems their differences make.
- To agree the benefits and expectations of each organisation and to focus on areas not working as well as expected.
- To revisit each party's responsibilities and check that Coaching provision remains fair and across all Training Groups.
- Between Reviews, it is recommended that an open dialogue remains between both organisations.
- A full Review to take place annually and changes made by agreement from both parties.
- Should any breakdown occurs in this Working Agreement which severely affects the day to day working of this Agreement, then an immediate emergency meeting is to be called by relevant persons to attend to the resolution of the problem as soon as possible, and within the bounds of KACPH Rules and those of Momentum Sports.

The following signatories will be senior executive members of each organisation:

Signed:

Signed:

Name.

Name.

Position.

Position.

Date:

Date:

Respective Working Party Personnel:

For KACPH.

For Momentum Sports.

MD; GH&HL; GLL; LH;
DWH; PM; CN; TP; CR and PS&SS.

RH; PL and VH.

GLL 21.02.19.