

Club - City of Salisbury Athletics & Running Club (CoSARC)

Club Representatives & Primary Roles:

- Alan Munro - Club treasurer, throws coach & coach co-ordinator)
- Karen Mundell – Club secretary & SAL team manager
- Stuart Holloway – Chairman, Road Running Manager & Salisbury 10 race director.
- Denise van Roretz – Assistant secretary, kit manager & Salisbury parkrun director.

CSM's Involved:

- Rich Ayling

Desktop Research:

This was performed by Rich Ayling. The primary source used was the club's website, however additional sources were used including EA membership data, companies house & relevant news articles.

Members Views:

This was completed in 2 ways:

1. A survey was sent out to club members for feedback on the club.
2. 2 club visits were completed by EA with the opportunity to engage with members, coaches, parents & athletes.

Facilitated Discussion:

This originally took place on Wednesday 14th August with the 4 representatives listed above. Following on from the facilitated discussion, a series of answers were collated & emailed to EA with additional information. The facilitated discussion was based around the 9 themes of the club review process, these included:

- Vision & Being Organised
- Good Governance
- Resources: Places & People
- Safeguarding: Policies & Practices
- Access & Growth
- Financial Management
- Performance & Pathways
- Marketing & Communications
- Sustainability & Wider Impact

Background to the club:

- Salisbury Athletics and Running club has been offering training facilities, encouragement, coaching and a wide range of athletics events for more than 50 years. During that time the club have had many successes – this includes county, national and international champions. The club has an inclusive approach and offers fun pub runs for the less serious competitors, road races, cross-country training events and a wide range of track and field disciplines.
- The club has a broad offer catering for juniors, seniors, beginners, road runners & masters athletes. Junior athletes can join the club from the age of 9/year 4 & have a multi-events offer starting with quad kids. A range of track & field sessions are offered for older juniors as well as seniors. There is also a comprehensive offer for road running with structured sessions & group led runs.
- The club currently has 407 affiliated athletes aged 9+ (data as of Aug 2019). In 2010 the club had 172 members so during the last decade the club has seen significant growth. All club memberships include athlete registration to EA.

- The club compete in a wide range of league competitions. Road runners have a competitive pathway in the - Hampshire Road Race League & such is the popularity of this league that 122 members competed at Overton 5 mile race this year. Both the Hampshire Cross Country League & the Tri Counties XC championships provide a competitive pathway for cross country running. CoSARC have a strong heritage in track & field and the club is currently thriving in this area after recently securing a historic promotion to league 1 of the SAL league in the last of the summer season's fixtures. They also compete in the Youth District League, Southern Wessex League & quad kids inter clubs' championships. Athletes also compete in Wiltshire Schools & County Competitions.

Reflecting on successes:

During the facilitated discussion, the panel identified the following areas that they were particularly proud of in recent times:

- Diverse Membership – CoSARC is running in such a way that it is easy to join, social & welcome members of all abilities. The new modern website supports this approach effectively.
- Club Identity – Members are very proud to represent the club; athletes are keen to be associated with CoSARC & there is a highly supportive culture across the club's membership. A high number of athletes compete within Hampshire league fixtures.
- Perception – Over the last 2 years the club has improved its perception after identifying the need to have a recreational offer as well as developing athletes with aspirations of competing in higher level competitions. To achieve this the club re-structured Wednesday evening sessions, an example of changes includes; providing a range of group led sessions with trained leaders, sign in/sign out system & no longer providing members with maps for runs.
- Club Culture – The club has a fluid approach to training sessions, an example of this is a beginner could come along to a throw's session & train alongside English Schools athletes.
- Competition – CoSARC are proud of their successes in all formats but particularly within track & field. Securing promotions within competitive leagues whilst dealing with a range of challenges over the track is a testament to the togetherness of the club.

Reflecting on challenges:

- Young people's pathways – The panel identified that there wasn't enough consistency in the development pathways provided for junior athletes. In the last 2 years performance levels in the Wessex League have declined & issues with the track could have been a reason for this. Even when the club are using the track for sessions it has been recognised that at times too many people are on the track and this is having an impact on the quality of sessions athletes are getting. CoSARC have considered that there may be a need to change times/sessions etc.
- Organisation – CoSARC believe that elements of the club could be better organised. An example of this is how they effectively disseminate information about the club & its operations with its members. Currently the method for doing this would be split between emails, an active Facebook page and using the website. There needs to be greater clarity on how the club operates and how the committees/subgroups work.
- Policies – The club has a range of policies in place, but these should be more effectively managed. It was identified that many members, club volunteers & athletes are not aware of the club's policies.
- Commercial Contacts – It was identified that CoSARC are uniquely positioned to develop commercial partnerships for the benefit of the club, its members and the local community.
- Membership – Adult membership is the same for track & road running athletes. The panel identified that this may need amending.

Summary of Strengths & Development Areas:

During the facilitated discussion we explored the club's vision & plans. CoSARC aren't currently working to a club development plan & the previous one was developed over 4 ½ years ago. They don't currently have a clear vision for the future so I believe a new development plan that reflects the growth & diversity within the club should be a priority for the committee. CoSARC have done a fantastic job in growing and providing a suitable offer for a wide range of ages/abilities. The club realise that this is a great opportunity to help the club develop on the performance side as well and over the next 3 years, a real focus needs to be on retention & seeing athletes' transition into the next group. The club have a good example of being able to do this with a high level of retained U17 athletes & this is impressive given the national challenges around retaining this demographic. A big part of this is the fantastic culture that has been created within the club and during my club visits I spoke to one athlete who was saying that she has had lots of opportunities to compete even though she may not be the most competitive athlete. This doesn't happen in every club & she acknowledged that when she goes to University she will be given less opportunities. This is a real strength of CoSARC and a highlight for me to share back with my colleagues. Although the club needs to work on its vision for the future, I believe the current club culture should sit at the heart of any plans as this is having such a positive impact on long term athlete development.

The club has a strong leadership team, and this has been evident throughout the last couple of years with how the club has managed the issues over track usage with the School & Wiltshire Council. The committee is going through a period of change and it was acknowledged that in some areas there is a need for improvement & upskilling volunteers. It has the potential to be an exciting time with new personnel driving the club forward, but it is essential they are utilised and given the information needed to effectively do their jobs. An example of sharing good practice within the club is that reports are being produced by committee members for different areas of the club. I would suggest that these should be made available to your members & added to the website & where appropriate shared with local papers etc. The club organises the Salisbury 10 & this makes a healthy profit. Historically it would have 450 participants, this is now up to 950. CoSARC are also taking on Stonehenge Stomp – this is a mixture of walking/running & was previously organised by Amesbury Walkers. They believe that there is £7.5k takings per year potentially through this event. There are liabilities associated with these events & if the races had to be cancelled, they would reschedule. Officially within the terms & conditions the club states it wouldn't offer a refund in the unlikely event that Salisbury 10 had to be cancelled & either way the club has £25k in reserves to cover any liabilities from it. The biggest burden with both races can be volunteer recruitment.

The governance & financial management of the club is very strong and there is a wealth of expertise within this area. This knowledge has supported them well during the challenges with the track & is why the club adopted the legal structure to be limited by guarantee. At the time of making this decision, the club were concerned about contracts over the facility and where they would stand legally. Due to the concerns over contractual obligations with the sinking fund for the track it was decided that this would be a safer club structure. This structure has provided the club with protection and now that an agreement has been confirmed CoSARC can consider what the appropriate legal structure for them would be – suitable options could include a traditional unincorporated club structure or the Community Amateur Sports Club (CASC) model. The club has a committee with the region of 20 people on it, this is probably too many people to effectively make decisions. Within the constitution the club states that the "core committee" will make decisions on behalf of the club. Sub committees should feed into the main committee. There is probably a piece of work here around confirming a process for doing this & how decisions are made & signed off by the core committee. There are some roles & responsibilities in place. This information has been primarily used from the EA website, but will need updating and being made bespoke to the needs/wants of the club. Now that the agreement has been confirmed for the track, the club are in a clear picture over their liabilities. The annual & monthly fees should be affordable for the club based on its

membership size, but it's important that this is continually monitored & that outreach into schools is used as a pipeline for growing & sustaining the club.

A potential source of income is the summer athletics camp – Star Track. The club are taking over the running of this, it has the potential to be very effective for recruiting new participants and developing existing ones. There is a potential risk that they won't cover costs through it. However, looking at the potential long-term income generation through additional memberships & also the need for provision for children within the holiday periods I think this initiative has limited risks. The only other liabilities that were identified were a potential loss of membership & new affiliated clubs. However, given the growth of the club in recent years and a booming road running section, CoSARC should continue to be in a healthy financial position. The club infrastructure is supported with a range of policies & procedures that the club follow. Details of these as well as the club welcome pack are on the website.

The club is in a healthy financial position & has fixed agreements in place for existing committed costs. The club benefits from specialist accountants. Most payments have a clear audit trail as limited cash is used. The club shop, membership & mini-bus tickets for fixtures are all purchased online. The only real cash handled is from members who don't have an annual track pass and pay at each session. Most members pay electronically & the bigger issue is making sure that everyone does pay. The club are keen to introduce a wristband system and use an electronic register so they will know whether members are eligible for charges. The only other regular payments via cash come at the Salisbury 10 through the purchase of refreshments. The Stonehenge stomp has historically been paid by cash but the club has the system to reduce the need for cash handling by using the website as a point of entry. To support cash management, the club has a cash handling policy & this must be uploaded on to cash register & money kept in a secure office. The treasurer provides regular reports on the club's accounts & included in each committee meeting. Although the club don't legally have to have accounts externally audited, Sport England have suggested within guidance for clubs that this is good practice and the club may wish to consider this.

The club have a designated welfare officer and she recently attended Time 2 Listen training. Off the back of this training, additional detail was added to the sign in sheet for junior sessions. The club follows the UKA safeguarding policy and details are on the website. The major concern around safeguarding is the knowledge of coaches, officials and leaders within this area. Newly qualified coaches/leaders and those renewing their licences will have to do an online safeguarding course to maintain their licence. During the discussion the panel felt that there was limited knowledge in this area & that both the policy and best practice wasn't fully understood by those involved. I think volunteers would benefit from a club information evening on welfare. I would also recommend that within the club welcome pack & code of conducts that a link is included to the safeguarding policy, so volunteers/members/parents are aware. The road running section are aware they need to do the safeguarding certificate to maintain their licences. To effectively manage safe group runs on a Wednesday, I think it would be easier if you had club statement that reflected participants going on a Wednesday night must be 18+, junior members should attend structured club sessions. The club currently has a policy in place for checking coaches DBS & expiry dates of licences. This isn't happening on the road running side of the club, this needs to be addressed. The club may wish to consider developing a policy to support vulnerable adults.

During the discussion we explored the work the club is doing around access, growth & performance pathways. It was felt on the road running side that the clubs sign in/sign out system was effective & being welcomed at the front desk & assigned to the right group has worked well. On the junior front CoSARC have a nice system for quad kids and making the first week of the April/September programmes an introductory session, helps participants understand the set up as well as parents. It was recognised that some juniors join part way through a

term, and this isn't as effective as is inducting/managing multi-event athletes who work across a range of groups from U13s+. The athlete pathway aligns to EA best practice with multi-events being promoted and late specialisation adopted. The track is open 31 hours per week and with a range of sessions the athletes offer is good. At U13s, the club still promote a multi-events approach apart from those who want to do cross-country. The recruitment into the Cross-Country group is based on ability, rather than using a criterion. The club uses a case by case basis for athletes to progress into the next group across different disciplines. I think there are merits to this approach, but I do think there needs to be some consistencies over how athletes progress, I would suggest that this is raised in the next coaching meeting.

The current internal performance pathway has an organic approach and as stated above I think this could be made more formalised. Junior athletes have lots of competitive opportunities as CoSARC are affiliated with YDL, Wessex League & SAL. A lot of the performance pathways are coach driven and the coaches have a good sense of performance standards. There is limited awareness of master's opportunities, particularly on the road running side and I would suggest making members aware of EA's master's programme and qualification races added to the website. The club does face some challenges based on location – although in Wiltshire, the majority of leagues affiliated to are in Hampshire and this does impact on county selection. It may be worth speaking to Wiltshire Athletics Association as some of the club's athletes would have been selected for Wiltshire for the Half Marathon Championships. CoSARC have a good number of competitive athletes and achievements include:

- Competitive Athletes – Bea Wood was recently awarded with junior endurance athlete of the year in the South West and has been selected for talented camps.
- Competitions & Officials – Promoted 2 years in a row in the Southern Athletics League.
- 2 English Schools Champions & 9 individual qualifiers.

The club have done a fantastic job to diminish waiting lists. The winter programme is impacted with no flood lights at the track. Static lights work for jumps and running but throws sessions must be delivered at weekends. This is a challenge as athletes get older as juniors availability reduces with weekend jobs, but the club have a fantastic idea that they would like to train juniors as coach assistants so they can support sessions and be paid to do this & still train. This is a fantastic model that I really support & would be keen to develop a case study around this concept. Officials is an area of concern for the club. They currently do not have enough level 2 officials, and this is an issue for track and field competitions. In 2020 the club need to recruit and train more officials and I believe EA can support with this by arranging a course locally, looking at experience opportunities and developing an incentive scheme for those involved. The club has links with other sports clubs & there is a formal relationship with Sarum Sisters & they helped with the development of Tidworth AC. A relationship was built with Salisbury football club when challenges over the track developed.

During the facilitated discussion we also looked at the club's approach to the locations they use for training, the wider impact of the work the club does for the community & communication. CoSARC confirmed they have a 10-year agreement in place for the track and that they are happy with the terms and conditions of it. This includes a full licence and use outside of school times. It should be added that I was incredibly impressed with the professionalism the club showed whilst dealing with being kicked off the track. The track will go through trackmark once the work has been completed. The road running routes are regularly checked and considerations are made about suitable routes at different times of the year. The meeting area for road running benefits from parking, toilets etc. The feedback from the survey did indicate that some members would prefer to meet on the track. I think the current location is more than suitable, but it is important that a connection is in place between the road running & track and field section and you maintain a single club ethos.

The club caters for a wide range of ages and abilities and are always looking at how they can support different communities. A good example of this is they have delivered Run & Talk sessions to promote mental health & are looking to invest in mental health training for interested leaders. I think that as there is a link with an existing medical practice it would be really encouraging to see a formalised relationship developed and running used for referral purposes. EA would be fully supportive of this. CoSARC have a strong relationship with the army & have worked closely with Tidworth AC.

CoSARC communicate effectively through their website & there is also a login area for members. The club also uses 2 Facebook pages & email to communicate with members. One Facebook page is public & one for members only. The public page is updated weekly with club news and the members only page is buzzing with news, lift sharing, race photos, coaching reports etc.

Emails are sent out no more than twice a month to avoid being a nuisance. The club website is kept up to date and is becoming a trusted communication tool for members. John Ruskin who is a retired professional media expert is the PR lead for the club.

Google analytics is used for tracking hits on the website. CoSARC do get feedback from members but currently don't have a plan for using & monitoring this information. I believe that the club would benefit from having a members survey every year & also developing an email address for members to send feedback to and this being included on committee meeting agendas.

Members Views:

I attended two club sessions and spoke to a range of members, parents & club personnel to try and gather their thoughts & insight on the club. During discussions I tried to establish what members liked about the club & their thoughts on the clubs offer, coaching provision, thoughts around the facilities & areas for improvement/development. The first session I went to I spoke to members of the Wednesday evening road running group & the second session was a multi-event session. Overall, feedback was very positive with many members giving positive reviews about how social the club was and that its inclusive approach had made them feel welcome. The Tuesday track/speed sessions were very popular with members & this is something that should be promoted for those attending Wednesday sessions to access as some members highlighted the need for improving their technique. The organisation of the Wednesday evening sessions is very good. The sign in/sign out system, announcements, promotion of key races for all groups/abilities & enthusiastic leaders all add to the members experience. The feedback on meeting at Five Rivers was mainly positive with members highlighting that the parking/toilets on site worked well. A couple of members suggested it was very cramped and that they preferred meeting at the track.

The key areas for improvement for members related to group size and whether the actual pace of a session reflected the advertised speed. Members did comment on feeling uncomfortable with some of the runs as the pace difference from what was advertised was vastly different. On one of the runs I participated in, the group leader did a fantastic job of managing the pace of the group but still at times had to be quite vocal to manage it. I believe this has a knock-on effect on group size and at a recent session there were only 6 members in one group but in the group below there were 26 participants. I would suggest monitoring the numbers within each group as large groups like this are hard to manage and may need to be split. I also think there are some real opportunities to help develop participants to make the transition up to the next group. It was highlighted that most participants in the fastest 2 groups were male & that it would be good to look at initiatives to develop female members so they can have a greater representation in the faster groups.

The feedback from the track & field session I observed was very positive, despite the session not being at the track. The parents I spoke to were very complimentary about the sessions and the young coaches. I spoke to the

young coaches delivering the sessions and they clearly enjoyed coaching but sometimes felt that there weren't enough of them and that the expectations to deliver sessions fell on a few young coaches shoulders.

Members Survey – Snapshot of Quantitative Findings:

Overview of responses:

- Response Rate - There are 60 Respondents from 424 members. (14.2%)
- Salisbury have 104 U17 or younger Athletes.
- 291 U20 or Older Athletes.
- Assuming most respondents are from the older age categories we're at around 14-20% of respondents. Ideally, we would like a higher response rate, but we can work with this data as a guide.

Insight:

- The results are very positive. More so than most clubs.
- Rare to get all 6 measures in the positive range of 0-2 (please see attached document).
- Training Venue and Environment brought the rating down.
- Really positive responses to the detailed questioning on Environment and Competition, positive on Volunteers & Communications.
- Training Venue is just above expectations being met.

Headline Statistics:

- Training Venue – More than 84% of your members felt the training venue met expectations or higher.
- Coaching Offer – 80% of your members were happy with the coaching offer provided.
- Social Offer – 95% of the members were pleased with the social offer at the club.
- Competition – 75% of members disagreed that only “top athletes were allowed to compete”.
- Winning – 88% of your members disagreed with the statement “The club is only interested in winning”
- Inclusive – Over 80% of members found the training to be inclusive.

Qualitative Feedback from the members survey:

Please see details below of some of the additional comments below that were provided as part of the members survey feedback:

- It would be beneficial to have earlier communication of events outside the immediate league system.
- Clearer guidance on which coach/coaches are running the session, particularly Quadkids. It is not always apparent what the plan is for the session and who is turning up to coach - sometimes there are lots of coaches, sometimes very few.
- It would be nice to have our track and club house back
- My GP suggested I contact the club to help me with my depression and anxiety. From the minute I wrote in I received the kindest and most encouraging email & I went to join the Wednesday night group. The leaders have been fantastic with me and the aftercare has been fantastic. It is a special group of people.
- CoSARC is a lovely friendly club where all abilities are welcomed, supported and encouraged.
- Resurfacing the track (currently in progress) will be an exciting improvement

- Opportunities for road running group leaders to train/update/develop run leading skills post completion of the LIRF course or to peer review group leaders.
- I feel we could do with another evening when we could train for running, I know other clubs do this, not necessarily on the track itself.
- Communications to new parents of new athletes with no athletic knowledge or experience could be improved, maybe a little “introduction to the club” and “introduction to athletics and Quad Kids/Uxx” overview PDF booklet that gets emailed to you with your confirmation of signing up etc.
- Dietary information, strength training information, warm ups on Wednesday long runs.
- Coaching, particularly for the youth and younger athletes could be improved. Coaching sessions, at the youth level, appear to be about laying out what is to be done in the session but sometimes there appears to be no active ‘coaching’ during the session. Athletes could be encouraged more to try other events and disciplines. Coaches also need to be able to be distinguished from other volunteers and a plan in place for where to meet for each discipline to make it easier for new members to understand the layout of training
- Great supportive club with all members.
- Better venue needed for Wednesday club run meeting point.
- More officiating volunteers for all levels, better facilities for those with disabilities
- I moved my child from Andover as I felt they were being overlooked and haven’t regretted it for a moment. I have since joined the club along with my other child who has disabilities. We are all made to feel welcome, have enjoyed every part of the CoSARC experience.
- The track is buzzing, and the road training is great and inclusive too.
- Need more T&F coaches
- Senior track and field culture is amazing.
- Youth sessions need structure.
- I can’t believe that those that commit so much time are not paid. Those that fought so hard to get the track back deserve a medal.
- Try a new event night e.g. if you always fancied javelin or shot-put.
- Need to improve the commercial elements of the club.
- Thanks to the incredible coaches and club committee in particular the wonderful Karen Mundell.

Actions:

Following on from the club visit & facilitated discussion, I have highlighted the following areas as areas to consider focusing on:

- Club Vision – I think the club would benefit from developing a clear vision that outlines the ambitions for the club over the next 3-5 years. To achieve this, I would suggest holding a club vision session (EA can facilitate this) & inviting members, volunteers & key personnel within the club to identify strategically where the club would like to go.
- Club Development Plan – After a clear vision for the club has been established, I think it would be beneficial for the club to have clear plan that they can use as a framework in committee meetings & justifying the decisions made. Within the plan I would suggest identifying key focuses and having an individual within the club who’s responsible for that project/area, confirm funding allocated for it & identify key measures.
- Meet the team – On the new website there are details of all the committee members & key personnel within the club. To help your members get to know who these individuals are, I would suggest putting a photo and a short biography next to each volunteer.

- Job Descriptions/Training – A document already exists but probably needs revitalising. The committee could do with an up to date job description for each role and highlighting what training needs to be provided.
- Commercial Partnerships – I believe there is a real opportunity to start diversifying the club's income streams & establishing partnerships with local businesses and organisations. I would suggest looking to recruit a small working group to take this forward. This could involve beginning with identifying how the club would utilise additional funds & communicating with existing members to see whether their employers/businesses may be interested in sponsoring CoSARC.
- Reports – Committee reports & meeting minutes to be uploaded onto the club website & made available (where appropriate) for members to see.
- Sub Committees – I believe the club would benefit from a bespoke policy so that those who are involved in project areas have a clear understanding of their remit & the decisions they can make. I believe that major decisions should be approved by the core committee as it is highly likely that various initiatives/projects will have expenditure associated to them. Could you develop a policy and attach a nominal member of the core committee to serve as a "project sponsor" for these bespoke areas of work?
- Track Bands – Introduce a wristband for all paid annual pass holders. Operate a digital system on club evenings to check that payment has been made.
- Auditing – Potentially consider having the clubs accounts audited externally annually.
- Safeguarding – I would recommend arranging an evening & inviting coaches, leaders, volunteers & club committee members. This would be used to go through the safeguarding policy and look at best practice. EA could support with this by providing some bespoke training for your members.
- Safeguarding Link – Include details of the safeguarding policy within the welcome pack.
- Safeguarding – Develop & follow a policy to support vulnerable adults.
- Leader Licence Check – Somebody within the club needs to take responsibility for checking that all licenced leaders have an up to date leaders' licence. This is partly for insurance purposes and for safeguarding reasons. I would recommend collating details of all current leaders and flagging when their licence is within 2 months of needing to be renewed.
- Coaching Meeting – I would recommend arranging coaching meetings on a regular basis (every 2 months). At the next one, I would suggest the key topic is around pathways and trying to establish some ideas around a framework for how athletes progress from one group to the next. This would be great information for athletes, parents, coaches and would be well placed on the club website.
- Road Running – Participants attending Wednesday evening should be 18+ for safeguarding reasons. Developing athletes should go to structured coach led sessions. Could a club statement be produced to enforce this?
- Young Coaches Model – I'm really impressed with the vision to train young coaches so they can earn money assisting sessions but still train/compete. I would be keen to support this & have a case study developed around good practice on this.
- Masters Opportunities – Details of master's opportunities & qualification races to be listed on the website.
- Mental Health – Arrange mental health training for interested run leaders (EA can support with this).
- Partnership – Develop a formalised referral programme with the local medical practice. This could be a fantastic opportunity to improve well-being & also showcase how running can improve well-being. It would also probably benefit the club long term with funding applications as community support is highly regarded by most panels now.
- Feedback – Review the qualitative and quantitative feedback from the report. Consider what/if any of this feedback you would like to address. I also think the club should set up an email account for members feedback and this be included at all committee meetings.

- Group Led Runs – I would suggest arranging a meeting with all leaders to discuss the provision of group led runs and confirm roles/responsibilities for leaders. A clear outcome would be around managing groups & running sessions at the pace advertised. I would also recommend that somebody within the club analyses the number of members taking part in each session & also looks at the gender split across groups. If groups are regularly getting higher numbers, then I think it would be best to consider how to manage those groups safely (particularly during the winter months with less flexibility over routes). Options could include additional leaders, a second group going the same distance/pace but an alternative route or setting a second group off a couple of minutes after the first one goes. Finally, is there potential to develop a female improvers campaign to help increase the number of female runners running in the faster paced groups?
- Coach Assistants – The club are really benefiting from a group of young & talented coaching assistants supporting the junior sessions. I believe there are already some outstanding coaches in the future within this cohort, but the club need more. I am happy to work alongside Tina Beresford (Education Co-ordinator) and see if a course can be arranged in the start of 2020.
- Officiating – CoSARC have a shortage of officials. I suggest that in partnership with EA, we schedule an official's course in 2020 and develop an incentive scheme for this.

Next Steps:

I will go through this report with you on Wednesday 4th October to discuss it, the members feedback & look through the identified actions. Off the back of this meeting, I would like the club to go through the report and the actions at the next committee meeting. I would then be keen to arrange a follow up meeting & identify a timescale for these actions and look at which areas you would like support from EA on.

I would like to take this opportunity to thank you for being involved in the club 360 pilot. I'm very impressed with CoSARC and believe the club is in a good position to develop on all fronts.

Regards

Rich Ayling
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