

BRINGING VENUES AND COACHES TOGETHER



MODEL B:

A coaching programme owned and delivered by a self-employed coach.

A successful coaching programme hinges on collaboration and communication between the coach and the venue. Working closely together can have a significant impact on delivering tennis, with huge benefits for both parties as well as the local tennis community.

There are several different ways in which the venue can work with a coach (or coaches) to design and deliver a coaching programme that's engaging, inclusive and practical.

The following models highlight the main considerations for a venue and coach across three of the most popular coaching programme models used by venues in Britain. This may also provide new ideas for restructuring or reviewing an existing programme.

GENERAL CONSIDERATIONS



This model is the most commonly used model by all sizes of venue. Even large venues adopt this model as they do not have the administrative infrastructure to employ coaches and staff.

- To optimise the relationship, the venue and coach should share an aligned and agreed vision.
- The venue website and booking system should be aligned with clear links to the coaching provider to streamline the customer experience.
- The venue is responsible for the asset on which the coach runs their business and should maintain it. It is important therefore that the venue generates income (e.g., court rental, free coaching hours, profit share) for ongoing maintenance, which should be clearly outlined in the agreement.
- An administrative agreement or contract must be drawn up to ensure the venue and coach have clarity across a range of areas including roles & responsibilities and the marketing & communications of both parties.

VENUE CONSIDERATIONS



- **As the coach provides the solution, the venue does not have to pay any coach salaries or put a payroll system in place.**
- Whilst the venue is not responsible for managing or delivering the programme, **maintaining a close working relationship with the coach is recommended** e.g., the coach attends committee meetings and/or sits on the committee.
- **As the venue does not have direct contact with the coaching programme customers**, they must consider how they can best engage and communicate with this audience. A shared marketing/communication plan may be required.
- **The venue could offer incentives to the coach to encourage customers to become members**, e.g., implementing a bonus scheme if membership targets are achieved.
- Whilst the venue does not deliver the programme, **an agreed schedule of services can be included within the contract between the venue and coach** – see an example below:
 - Coaching for all levels and abilities of tennis play
 - Disability/accessible tennis provision
 - Holiday activity provision during school holidays
 - Community Links e.g. Schools, Scout/Girlguiding Groups, Youth Clubs
 - Attendance at committee meetings and provision of monthly/annual report
 - Delivery at an annual Open Day

COACH CONSIDERATIONS



- The coach is free to generate income and profits for their business, as outlined in the agreement. Any court rental or facility fee the coach pays is classed as an overhead expense for tax purposes.
- The venue can still apply terms within an agreement regarding how a self-employed coach can run their business at the venue.
- The set-up and management of a website and booking system to run the coaching programme can be time-consuming.
- The coach owns the coaching programme within a venue and therefore the client database.
- The coach has more autonomy and is responsible for the marketing and promotion, management of coaching team and overall success of the programme.
- Whilst the coach is not responsible for the strategic direction of the venue, they may want to be actively involved e.g., attending committee meetings and/or sitting on the committee.



Offer incentives to the coach to encourage customers to become members.”

BUILD PROFESSIONAL RELATIONSHIPS THAT WORK FOR YOUR VENUE, COACH AND COMMUNITY

For further support on managing your venue and coach relationship, visit the LTA Venue Support Toolkit: www.lta.org.uk/roles-and-venues/venues/club-management/club-coach-relationships

