

BRINGING VENUES AND COACHES TOGETHER



MODEL A:

A coaching programme owned by the venue and delivered by an appointed coach or coaches.

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



Larger venues with varied revenue streams (e.g., membership, bar, gym) and existing employed administration staff tend to adopt this model.

- To optimise the relationship, the venue and coach should share an agreed vision. Alternatively, the coach will need to ensure that the long-term vision of the venue aligns with their values.
- Some venues use a mixed model, employing a coach for administration (as Head Coach or Programme Manager for example) and paying them as a self-employed contractor for any on-court delivery. There are advantages, disadvantages and important legal considerations for each.
- More commercially orientated venues using this model tend to charge their coaches an annual, monthly or hourly court fee for delivering individual lessons, creating an additional revenue stream.

VENUE CONSIDERATIONS



- **The venue takes the revenue and any profit.** Payments to the coaches are fixed, based on salaries or hourly rates.
- **The venue can market to and communicate with customers directly,** enabling the promotion of events and membership.
- **The venue must oversee the administration and management associated with this model,** employing staff with specific skills or experience.
- As the coach's performance does not directly impact their income, **the venue could consider incentives linked to programme numbers, membership numbers and/or profit share.**



COACH CONSIDERATIONS



- If coaches are self-employed, the volume of hours directly correlates to income, but they are less able to directly influence or change their income if employed.
- This model often provides opportunities to hold an employed position (gaining administration and management experience) and the associated benefits such as national insurance contributions, sick pay and holiday pay.
- In larger venues, coaches can collaborate with teams that oversee administration, marketing and management, freeing them up to focus on programme delivery.
- Coaches are part of a broader organisation rather than building up their own coaching business and client database.
- Depending on arrangements, coaches can supplement employed income through private lessons.



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."

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

