

# 2021 - 23 LTA COACH DEVELOPMENT PLAN





# FOREWORD

BY SCOTT LLOYD

**Coaches are at the very heart of tennis in Britain. As a coach, you are often responsible for the very first experience people have when they step on court, and play a vital role in growing our sport.**

However, if we are to see inspirational coaches helping to get more people choosing and staying in tennis right across the country, we need to do more to support current and future coaches to be the best coach that they can be.

That is why, through this plan, we are implementing what is the biggest ever transformation of coach education and development.

A lot of work has gone into the formation of these plans, and I am both proud and excited about the impact this will have. As you will see detailed across the following pages, for the first time we now have in place a single, joined up and comprehensive framework covering the three key aspects of qualifications, professional development and ongoing coach support.

Coaching is a critical part of the jigsaw of British tennis, and so, right from the very beginning of my tenure at the LTA, I have made putting a focus on this area an absolute priority of our work.

This strategy therefore represents a major step towards achieving our overall vision to open up tennis to more people, and is part of what we are doing at the LTA to transform tennis in Britain

to make it a sport that is relevant, accessible, welcoming and enjoyable to anyone who has an interest.

We have two dedicated teams for this area within the business – our overarching coach development and support team, and our specific Performance coach education and development team – and the actions we are putting in place have a relevance to coaches whether you are working in grassroots participation or with performance players.

So, whether you are a current or aspiring coach, or are involved in or have an interest in tennis or padel in any other capacity, then I would encourage you to take the time to read through this brochure to understand the transformational changes that we are putting in place. Not only is the investment and commitment we are making a step forward for coaches and the coaching industry, but ultimately it will also be sport changing for tennis in Britain.



**Scott Lloyd**  
Chief Executive Officer

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# INTRODUCTION

BY MERLIN VAN DE BRAAM

**So many of us within tennis can name an inspirational coach who has played a pivotal part in our tennis journey, and helped develop our love of the sport.**

That is why attracting people to become coaches, helping them learn and develop, and supporting them to deliver to a high standard is absolutely critical to our ambition to grow tennis in Britain.

Embedded within these plans is our overarching aim to make coaching more inclusive than it ever has been. In line with the LTA's Inclusion Strategy, this will include putting a specific focus on supporting and engaging groups that are underrepresented within the coaching workforce, such as females, people from ethnically diverse backgrounds and disabled people. Whoever you are and whatever your background, we want you to feel tennis coaching can be a profession for you.

While the LTA Coach Education system already has ITF recognition at 'Gold' level, we know more can be done to equip coaches with the expert knowledge and skills

to serve the tennis industry now and for the future and deliver enjoyable on-court experiences for all.

The improvements will support current and aspiring coaches, your players, and your businesses, helping to make your lives easier and ensure you are better supported to deliver your work, developing and progressing in whatever way is right for you.

Alongside that, our ambition is that players and venues will be able to take more confidence from working with LTA Accredited coaches knowing they are working with a quality professional that meets industry standards.

While growing participation is at the heart of our plans, we have also worked closely with Nick Weal, our Head of Performance Coach Education & Development, to ensure that the actions outlined in this plan complement the work to engage, support and develop current and future performance coaches working in the LTA Player Pathway.

The plans are being implemented over a three-year period from 2021 and have received endorsement from our international federation and professional and regulatory bodies within sport.

What is perhaps most important however, is that in developing the plans, we have listened to and extensively consulted with 1200+ coaches, coach educators, and venues to understand and address the challenges they face. This is a plan for you.

While the plans are extensive, our goal is simple – we want to help develop and support you as coaches to be the best coach you can be. That is our commitment, and we are looking forward to doing everything we can to achieve it.



**Merlin van de Braam**  
Head of Coach Development & Support

# SHAPING THE STRATEGY

## A strategy founded on listening and learning

**Every year we have around 3,000 coaches taking various levels of qualifications and awards on the LTA coach qualification pathway, and a similar number undertaking continuous professional development to stay current.**

In developing the actions we are putting in place, we have listened to and addressed what you as coaches and the broader industry were telling us about the challenges you faced.

As a starting point, an independent external review was conducted by the consultancy firm, Q5, who brought a wealth of experience from the sports industry, having previously worked with the likes of the Football Association to improve how England's national squads are managed and how it delivers coach education. We listened to a broad range of stakeholders across the industry to understand what the strengths of coach education were, but also what were the big challenges.

The people we spoke to included 1200+ coaches of all levels, the employers and deployers of coaches, a range of venues, coach educators, and key governing bodies including UK Coaching, CIMSPA and Sport England.

The review also explored coach education systems of other sports, and across other nations to understand what best practice looked like in other industries that we could learn from.

Through this combination of consultation and insight, we have been able to focus our attention and investment on developing plans that will make a difference where it is most needed and will have greatest impact – and always putting the needs and requirements of you as coaches front and centre.

# OUR AMBITION

**Our ambition is to see inspirational coaches growing our game and getting more people choosing and staying in tennis**

This complements our work to engage, support and develop current and future performance coaches working in the LTA Player Pathway.

To achieve this ambition, we need an industry-leading infrastructure and system in place in order to engage you as coaches with world class development and support opportunities, so you can achieve your potential as a coach, and deliver enjoyable on-court experiences for all.

You grow the game, inspire the next generation, and improve people's lives through tennis. We want to support you in this.

This plan sets out three key areas of work, under which we have established six clear goals – each of which has a set of priority actions to help us make that ambition a reality.





SO...  
WHAT'S  
CHANGING?

With implementation across 2021-23, the plans will deliver:

#### QUALIFICATIONS:

A relevant, flexible and accessible qualifications pathway that broadens the appeal of becoming a tennis coach, with a revamped delivery model that protects the integrity of coach education standards

#### GOAL 1

A more relevant, flexible and accessible qualifications pathway that broadens the appeal of becoming a tennis coach

#### GOAL 2

A new qualification delivery model that protects the integrity of coach education standards

#### CPD & LEARNING:

High quality and relevant professional development options, alongside peer-to-peer learning opportunities, that support you in helping to grow the sport and your business

#### GOAL 3

A high quality and flexible formal CPD provision that supports you, your players and your business

#### GOAL 4

Peer-to-peer learning and increased sharing of knowledge and expertise within the coaching community

#### ENGAGEMENT & SUPPORT:

A coach centric approach to engagement, with more personalised communications, content and benefits. This will treat you as coaches as individuals, better recognise and reward your contribution to tennis in Britain, and support you to develop yourselves, your players, and your business better than ever before

#### GOAL 5

An ambition to provide personalised and relevant communications, content and benefits

#### GOAL 6

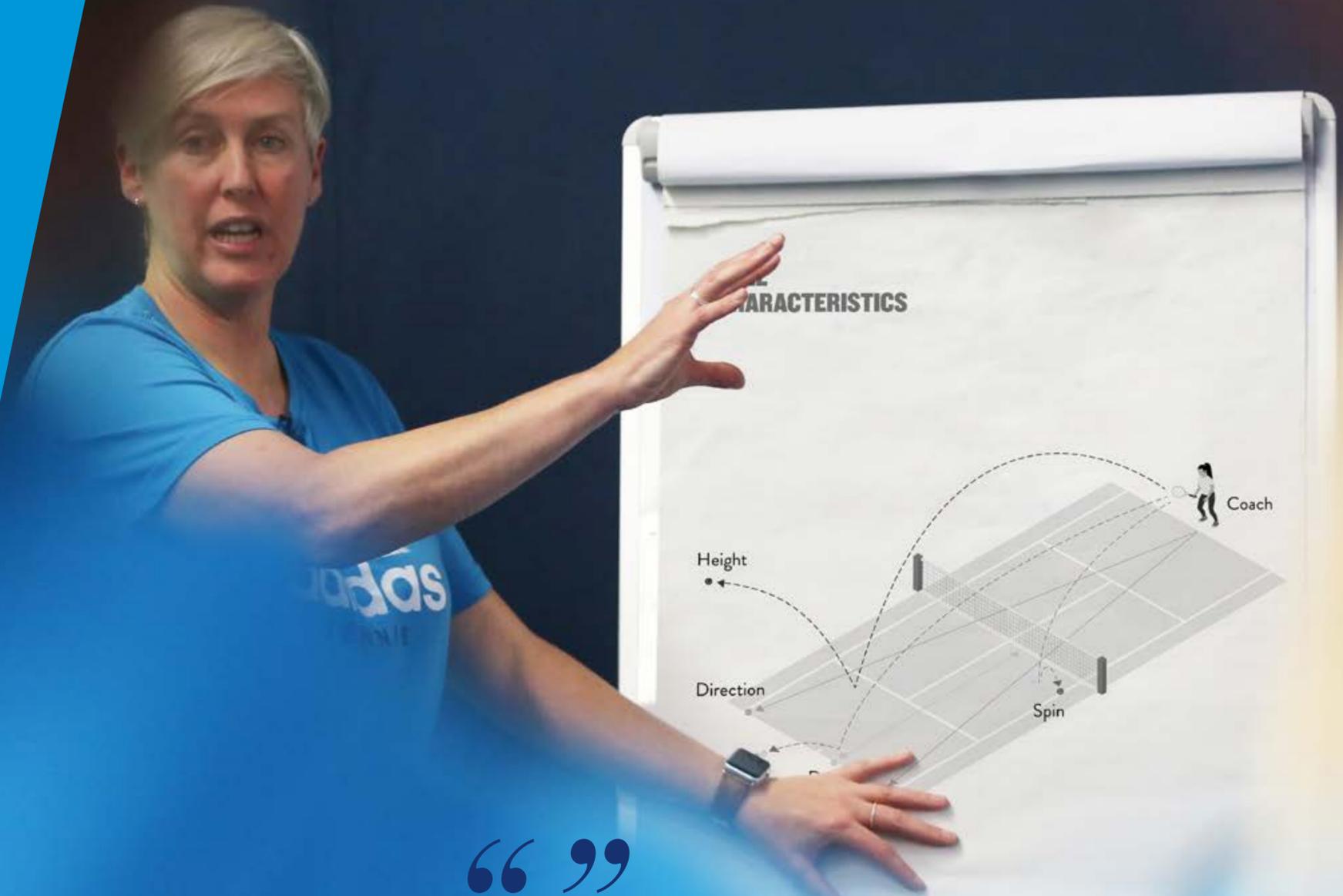
A culture of reward and recognition for those who commit to being the best coach you can be

# QUALIFICATIONS

**‘A relevant, flexible and accessible qualifications pathway that broadens the appeal of becoming a tennis coach, with a revamped delivery model that protects the integrity of coach education standards’**

We have invested in and modernised our approach to coach qualifications. The new pathway trains you with the knowledge and skills you need to succeed across the variety of roles that exist in the tennis industry, now and for the future.

Offering tailored qualifications with provision in every county, utilisation of digital technologies to enable a blended approach of on-court education and learning from home, together with targeted support and grants to help open up the pathway to more people, tennis coach qualifications will drive higher standards, be more flexible, more relevant and more accessible for anyone wishing to become a coach or develop their coaching career.



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*Parents have already commented on how well he coaches since finishing the LTA Instructor (Level 2). It is a reflection on how the course prepared him for actually working!*

**HEAD COACH, COMMENTING ON A MEMBER OF THEIR COACHING TEAM**

## QUALIFICATIONS

# GOAL 1

A MORE RELEVANT, FLEXIBLE AND ACCESSIBLE  
QUALIFICATIONS PATHWAY THAT BROADENS  
THE APPEAL OF BECOMING A TENNIS COACH

### OUR APPROACH INCLUDES:

**Qualifications developed in collaboration with employers, industry experts and coaches in the field**

Qualifications will equip you with the right knowledge and skills for a wide range of coaching roles across tennis in Britain – from assistant coaching to a tennis programme director.

**Bespoke qualifications offering a tailored learning journey with the opportunity to develop relevant coaching specialisms**

On offer will be flexible and bespoke qualification curriculums, allowing you to select and develop specialisms relevant to your specific coaching environment, audience or subject so that you can become the best coach you want to be.

So, whether it be specialising with female athletes, working in schools, a specific disability, or starting out on the performance coach pathway, you will have more flexibility and choice than ever before with your qualifications and can tailor your learning journey in a way that is relevant for you and your role.

**Flexible, blended learning programmes, with enhanced curriculums featuring hundreds of video-based adult and youth lesson plans**

Qualifications that equip you as coaches with more knowledge and skills than ever before, are accessible from the comfort of your own home, and give you a steady supply of on-court inspiration.

**Targeted support to help open up the coaching pathway to more people**

To support our aim for tennis in Britain to have a representative workforce, we plan to offer dedicated grant funding and support for aspiring coaches from underrepresented groups, including those from ethnically diverse backgrounds, disabled people, and females, as well as free female-only taster courses to try out coaching in a welcoming environment.

Find out more:

[www.lta.org.uk/inclusion-initiatives-and-grants/](http://www.lta.org.uk/inclusion-initiatives-and-grants/)



IN FOCUS

# COACHING PATHWAYS

Rather than a linear pathway that focuses on progressing through levels, the new coaching pathway emphasises developing people based on roles that service the needs of tennis in Britain - an industry led approach, tailored to your individual needs through electives. Qualifications are designed to be complemented with ongoing CPD as part of a life-long journey of learning and development



LEVEL 5	LTA MASTER COACH	LTA MASTER PERFORMANCE COACH	LEVEL 3-5 LTA COACH ACCREDITATION*	
LEVEL 4	LTA SENIOR COACH	LTA SENIOR PERFORMANCE COACH		
LEVEL 3	LTA COACH		LEVEL 1-5 LTA COACH ACCREDITATION	LEVEL 3 LTA PADEL COACH
LEVEL 2	LTA INSTRUCTOR			LEVEL 2 LTA PADEL INSTRUCTOR
LEVEL 1	LTA ASSISTANT			CPD INTRODUCTION TO PADEL COACHING

## QUALIFICATIONS

# GOAL 2

A NEW QUALIFICATION DELIVERY MODEL  
THAT PROTECTS THE INTEGRITY OF  
COACH EDUCATION STANDARDS



## OUR APPROACH INCLUDES:

### A network of LTA Coach Development Centres covering Britain

We have implemented a new qualification provider network so that wherever you are in Britain you now have better and more local access to quality coach education via an LTA Coach Development Centre (CDC) near you, including the full range of LTA coach qualifications and face-to-face CPD workshops.

### Qualification entry and final assessment controlled by the LTA, to maintain quality and ensure consistency nationwide

This will enable greater quality control, delivering consistency in coach education no matter where or when you take a qualification, while still making best use of expertise in local environments across the country.

The entry 'readiness tests' (formerly called 'play tests'), have been improved to assess a broader range of skills that indicate great coaching potential. Based on employer feedback, readiness tests are now a requirement from LTA Instructor (Level 2) qualifications upward. Completing a readiness test gives you as coaches confidence prior to the course and also protects the integrity of the qualification, by ensuring that the full curriculum can be delivered to all candidates at the standards set by the LTA and our partner regulatory bodies.

### COACH DEVELOPMENT CENTRES



LEARNER JOURNEY ►

IN FOCUS

# COACH DEVELOPMENT CENTRES

Each Coach Development Centre has exclusive responsibility for a cluster of counties in England to deliver LTA Qualifications and LTA CPD curriculums, with Tennis Wales and Tennis Scotland delivering coach education in their respective devolved nation, allowing the development of more needs-based, robust, and localised workforce development plans.

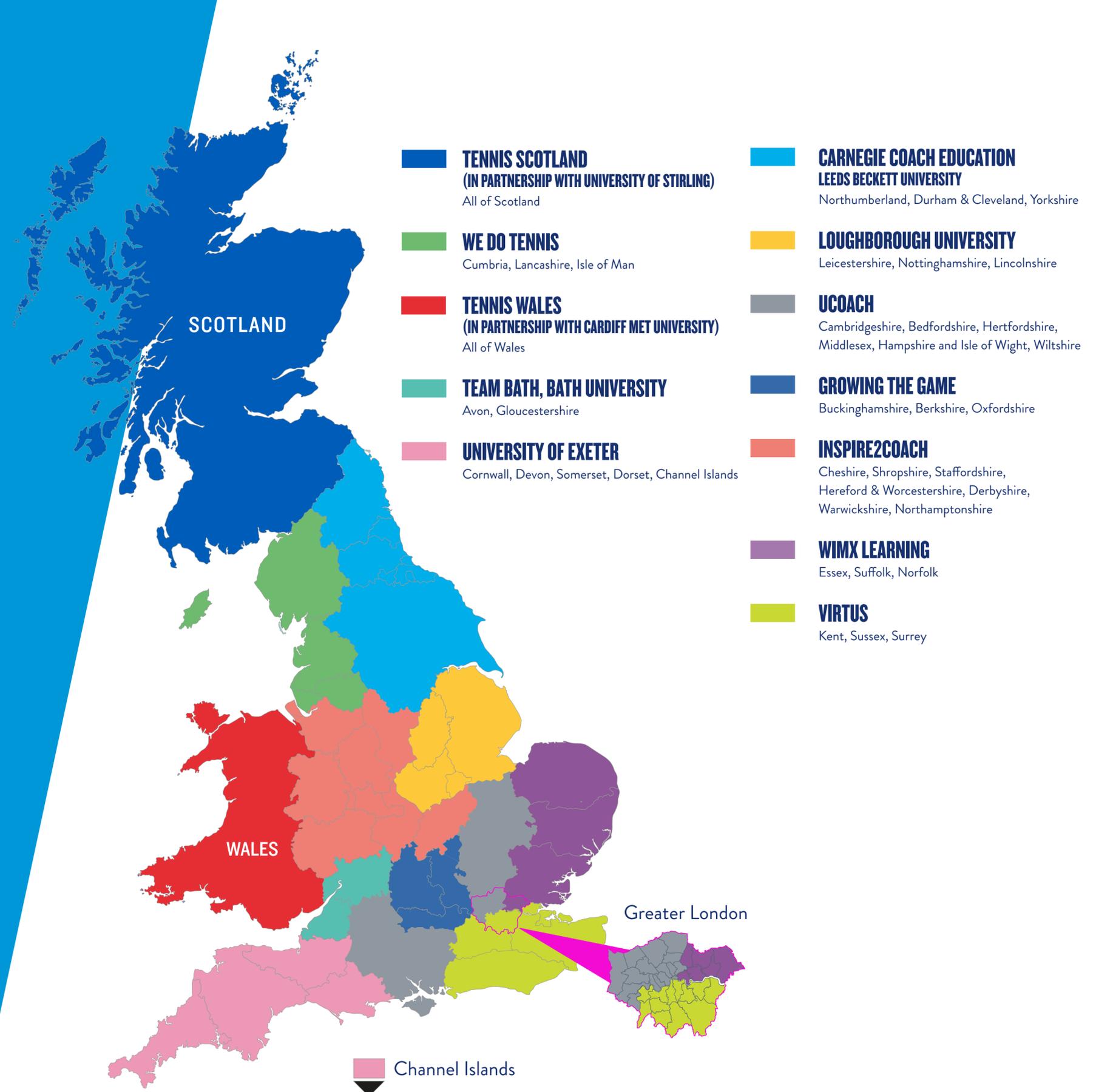
In operating a hub and satellite venue structure across their area of responsibility, CDCs have the flexibility to provide dedicated support to service the needs of the local workforce, and

enable closer links to deployment opportunities at a regional level.

LTA Coach Development Centres will deliver all LTA Assistant, Instructor and Coach qualifications (Levels 1-3), with the LTA delivering all Senior Coach (Level 4) and Master Coach (Level 5) qualifications.

Find out more and book a course near you: LTA Coach Development Centre network.

Find out more: [www.lta.org.uk/coursesearch/](http://www.lta.org.uk/coursesearch/)



**Innovative assessment procedures and grading system to support higher quality and more valid assessments that take place in real-life environments**

Readiness tests and final qualification assessments (for LTA Instructor and LTA Coach, Senior Coach and Master Coach on the development side) will be done via video, meaning you can undertake assessment at your venue, working with real players as opposed to simulated assessments. This will also increase the accessibility of qualifications with less travel and time off work, as well as providing a learner-centred approach to education so you can undertake assessment where and when you are ready.

In 2021 onwards, our revamped curriculums at Levels 1-3 will also see the introduction of a new multi-tier grading system of pass, merit and distinction for successful candidates, to motivate learners to excel, whilst also helping employers recruit the best with ease.



# CPD & LEARNING

High quality and relevant continuous professional development (CPD) options, alongside peer-to-peer learning opportunities, that support you in helping to grow the sport and your business.

Once qualified as a coach, you will now be able to personalise your continuous professional development based on your specific needs and interests. Coaches who choose to be LTA Accredited+ are required to undertake at least 15 hours of CPD each year, and you will now be able to do this in a way that is relevant to you. In our consultation with coaches, you told us you wanted more ways to acquire CPD credits, so there are now more CPD options available – giving flexibility and relevance for you.

The core CPD offer will include a combination of on-court workshops and online courses, and will be supplemented by webinars, independent learning opportunities and the introduction of a new national mentoring programme.



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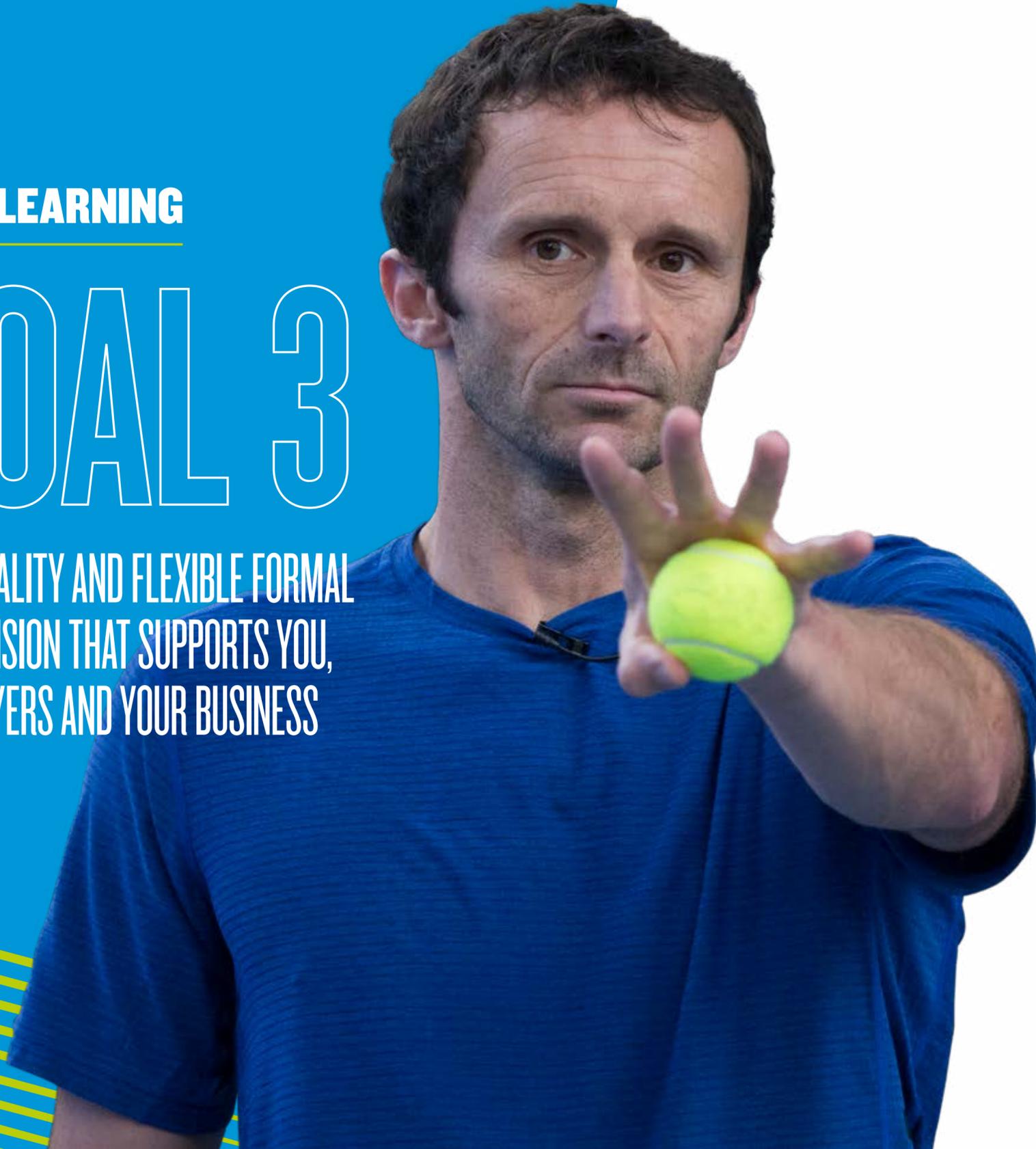
*Independent learning has helped me reflect on my coaching style and areas that I think I could improve on. I can't wait to return to the courts and put some of the ideas I have learned into practice. You also have more control over the topics you wish to enhance your learning in.*

ACCREDITED+ COACH

## CPD & LEARNING

# GOAL 3

A HIGH QUALITY AND FLEXIBLE FORMAL CPD PROVISION THAT SUPPORTS YOU, YOUR PLAYERS AND YOUR BUSINESS



## OUR APPROACH INCLUDES:

**An extensive range of on-court practical CPD workshops written to develop the skills that employers, venues and coaches want and need**

Delivered by our partner Coach Development Centres, our CPD workshops are an opportunity for you as coaches to get together on court with like-minded professionals to practically develop your coaching skills, guided by experienced LTA tutors to maximise learning.

Our CPD workshop curriculums are now developed in full collaboration with active and expert coaches out in the field, covering topics from cardio tennis and coaching better doubles, to optimising player psychology on-court.

**A larger portfolio of LTA Online Courses so you can learn where and when it suits you**

Built using mobile-first design and authored by industry leading subject specialists, you can improve your knowledge on topics such as marketing, LTA Youth or technical development for the serve, all from the comfort of

your own home, or in your free time between lessons. With our new LTA learning management system, you can now start a course, save progress to come back later, and revisit the course information after you complete it.

**Provision of monthly webinars on key coaching topics**

We will be providing free, monthly webinars for LTA Accredited Coaches, providing the opportunity to hear from a range of international and national experts across coach, player and business development topics. LTA webinars give you immediate access to a network of global experts, allowing you to draw on your knowledge and experience and ensuring the tennis workforce stays abreast of the latest developments in the game.

**Introduction of a new independent learning approach to CPD**

You will be able to tap into CPD opportunities from other industries and organisations, so that you can develop your knowledge and skills in a way that is always relevant to your needs.

## IN FOCUS

INDEPENDENT  
LEARNING

We recognise that you may have specific needs and interests that sit outside of the range of CPD opportunities the LTA can offer. Furthermore, in our consultation with coaches you also told us that you like to learn through more informal formats such as listening to a podcast, and not just formal workshops and conferences. We listened to this feedback and created Independent Learning. This initiative puts you in control and allows you access to any topic, from any provider, across any format. Whether it's a bespoke workshop you take with your team at your venue, a podcast, a book or a technical video online, we now provide an avenue for formal CPD recognition for all these CPD formats.

Find out more:

[www.lta.org.uk/independent-learning/](http://www.lta.org.uk/independent-learning/)

## INDEPENDENT LEARNING: ACCEPTED FORMATS

## Formal: 1hr = 1 CPD Credit



FACE-TO-FACE CONFERENCE



ONLINE COURSES



FACE-TO-FACE WORKSHOP



LTA COACH MENTORING

## Informal: 1 CPD Credit for Reflection



PODCAST



COACH NETWORK EVENT



WEBINAR



BOOK REVIEW



VIDEOED LECTURE



ACADEMIC ARTICLE

## IN FOCUS

### FEMALE PERFORMANCE COACH ENGAGEMENT PROGRAMME

Research has shown that only 17% of coaches currently working in the performance network are female. To strengthen this base, it was essential to look at the existing female coaches who show high potential and who may have faced barriers or require opportunities to progress in performance tennis.

This bespoke performance programme has been designed to engage more female coaches through tailored support from specialised mentors, creating opportunities and exposure to the LTA Player Pathway.

You will connect through performance focused workshops where you can share ideas and discuss best practice, whilst establishing a future network of support.

### U10 PERFORMANCE COACH DEVELOPMENT PROGRAMME

Linked to the new LTA U10 Pathway strategy, we will provide a dedicated programme of support for those of you working with U10 players on the LTA Player Pathway. Initially for coaches working in LTA Performance 10U Centres before being offered wider, it is delivered in conjunction with our national U10 coaches, Tennis Wales and Tennis Scotland.

This programme aims to get under the skin of what great coaching at the under 10 stage of the pathway looks like. It will mainly consist of virtual workshops where you can discuss content, best practice and share experiences, backed up with various means to support players development.



#### A range of dedicated activity to support Performance coach development

From individual coach development opportunities to apprenticeships, mentoring, webinars and roundtables, if you are a coach working in the LTA Player Pathway we provide you with a series of targeted programmes of support to meet your specific needs. Offering a flexible approach to professional development, this also includes our 'Player to Coach' programme, face to face CPD days, 'Virtual Seat' which allows you to observe coaching practice across the player pathway, our 'Great Movers Programme' that explores how we can develop better movers, and Awareness of Standards CPD days at national/international tournaments.

## CPD & LEARNING

# GOAL 4

PEER-TO-PEER LEARNING AND INCREASED  
SHARING OF KNOWLEDGE AND EXPERTISE  
ACROSS THE COACHING COMMUNITY

### OUR APPROACH INCLUDES:

#### A new national mentoring programme

You can fast-track your career through our coach mentoring programme, that helps you achieve your specific goals by working with industry experts trained to support your individual needs. Mentoring is a unique and valuable CPD option for coaches, because unlike a workshop or conference, what you learn is totally bespoke and designed around you and your personal and professional goals.

#### Networking opportunities to connect and share best practice

In collaboration with counties, LTA coach networking events are also in place to enable you to come together with other coaches, connect and share best practice.

### IN FOCUS

## COACH MENTORING

**LTA Coach Mentoring helps you achieve your personal, professional, and career goals. It aims to offer bespoke and more tailored professional development to the coach, going above and beyond 'off-the-shelf' CPD opportunities.**

Mentoring is open to all levels of LTA Accredited coach and is a chance to reflect on where you are now, set personalised development goals for the future, and work alongside one of the trained industry experts that have been recruited to be an LTA Coach Mentor to help you achieve these.

LTA mentors are specially selected and trained in formal mentoring skills and have backgrounds across a variety of specialisms, ranging from player technical and tactical development to leadership, marketing and population specific expertise (e.g. performance, female, disability).

[www.lta.org.uk/coachmentoring/](http://www.lta.org.uk/coachmentoring/)



# ENGAGEMENT & SUPPORT

‘A coach-centric approach to engagement, with more personalised communications, content and benefits. This will treat you as coaches as individuals, better recognise and reward your contribution to tennis in Britain, and support you to develop yourselves, your players, and your business better than ever before’

Alongside our education and development opportunities, we are committed to providing more relevant communications, content and benefits to support you.

Delivered through LTA Accreditation membership, this will include using new technology, establishing online coach communities to informally exchange and share ideas and knowledge, and an ambition to reward and recognise you for your contribution to our sport.



## ENGAGEMENT & SUPPORT

# GOAL 5

AN AMBITION TO PROVIDE PERSONALISED AND RELEVANT COMMUNICATIONS, CONTENT AND BENEFITS

### OUR APPROACH INCLUDES:

#### More relevant communications

We want to get to know all coaches better and understand your interests and needs, so we can be more tailored in how we support you. By taking this approach you will start to receive more relevant email communications and have access to a coach portal that genuinely adds value to you, your players, and your business.

#### New online coach communities to facilitate peer-to-peer exchange of ideas and knowledge, to tackle issues affecting you and the industry

Tennis coaches across Britain have an immense collective knowledge base with extensive and varied experience. We want you as coaches to have a nationwide platform to share your knowledge and skills as a collective. By introducing online 'coach communities', LTA Accredited

coaches will be able to tap into the vast knowledge and expertise of your peers from across the country, as well as share and contribute your own existing knowledge to the community.

We know being a self-employed coach can sometimes be an isolated profession, and so as well as helping to improve coaching practice overall, coach communities will help to build confidence and a sense of belonging, with the LTA creating the virtual space for this to happen. In establishing groups on specific topics such as inclusive coaching, we can go further and faster as an industry to better support underrepresented groups, simply by providing a forum to share existing expertise in the coaching community.

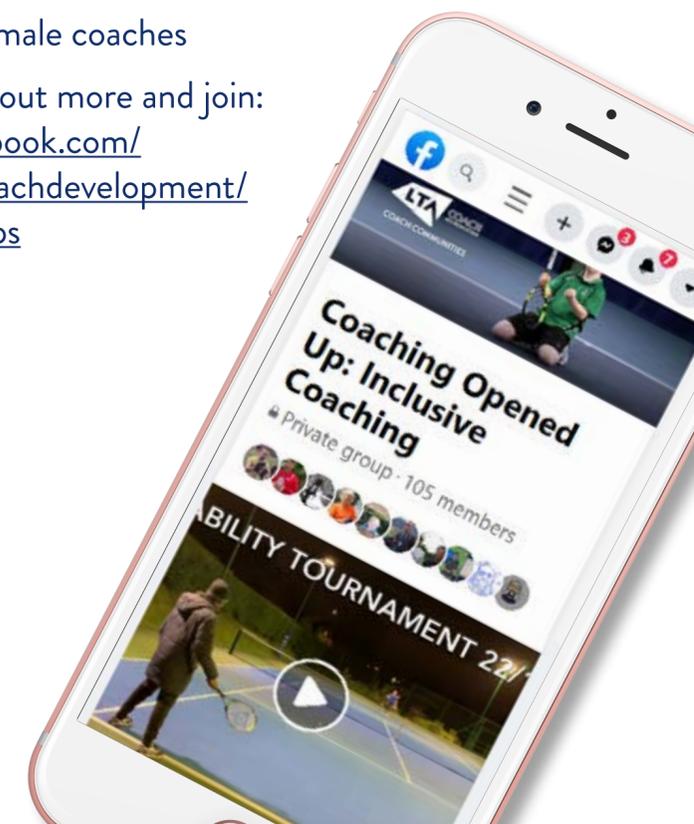
### IN FOCUS

## ONLINE COMMUNITIES OF PRACTICE

Our online communities of practice include all of the following communities for coaches to join:

- Coaching LTA Youth
- LTA Coach Mentors
- Coaching opened up: Inclusive coaching
- Delivering qualifications & CPD (Coach Developers)
- Coaching in schools
- Female coaches

Find out more and join:  
[facebook.com/ltacoachdevelopment/groups](https://facebook.com/ltacoachdevelopment/groups)



IN FOCUS

# PERFORMANCE COACHES INSTITUTE

The Performance Coaches Institute is our online home of content for coaches working in the LTA Player Pathway or with aspirations to do so. Accessed via LTA Learn, it houses performance focused content linked to the six performance coaching principles. Content includes;

- New modules under each principle released every six months
- Hosting of all formal/informal performance courses and programmes
- Performance coach communities that provide a platform for interaction, specifically for those working in the LTA Player Pathway

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*Complementing the broader coach development provision, we provide comprehensive, dedicated and targeted support for those coaches aspiring to, or currently working with, players on the LTA Player Pathway. Our work is there to support the specific requirements of performance coaches as part of our vision to be one of the most respected nations for player development.*

NICK WEAL – LTA HEAD OF PERFORMANCE COACH EDUCATION & DEVELOPMENT



## ENGAGEMENT & SUPPORT

# GOAL 6

A CULTURE OF REWARD AND RECOGNITION  
FOR THOSE WHO COMMIT TO BEING  
THE BEST COACH YOU CAN BE

### OUR APPROACH INCLUDES:

Establishing meaningful reward and recognition frameworks to motivate and inspire you as coaches to work with the LTA in collaboration, to grow the game of tennis

Building on the success of the LTA Coach of the Year awards, we want to enhance how we reward and most importantly recognise coaches and coach educators who go above and beyond with your players and programmes and make great contributions to help grow the game of tennis. We will work with you and the industry to establish new and meaningful ways of recognising great delivery and professional practice. We want those who put more into your career and tennis, to get more out of it.



# COACHES GROW THE GAME, INSPIRE THE NEXT GENERATION, & IMPROVE PEOPLE'S LIVES THROUGH TENNIS

WE WANT TO  
SUPPORT YOU  
IN THIS

Start or continue your coaching journey today.  
Visit - [www.lta.org.uk/coaching](http://www.lta.org.uk/coaching)

