



COACH DEVELOPMENT CENTRES

2020 Tender Process:
Guidance document

CONTENTS

1. Foreword
2. LTA Coach Development Centres: An overview
3. Partnership overview: Support and expectations
4. How to apply, the process & key timelines
5. Links to tender submission & supporting documents

FOREWORD

Coaches are the lifeblood of our sport and play a key role to attract and maintain more people in the game. Our coach development and support strategy aims to engage coaches with world-class development and support opportunities, so they can achieve their potential as a coach, and deliver enjoyable on-court experiences for all.

Although we can be proud of our coach education infrastructure that sees over 3,000 coaches qualify each year, more can be done to equip coaches with the right knowledge and skills to serve the tennis industry and grow participation. There are also significant challenges that need addressing in terms of sustainability and consistency of coach education nationwide.

To ensure we provide the very best coach education to our workforce in the future, we want to address these challenges and work with a network of high quality partners that are aligned with the LTA's vision, closely connected with leading grass-roots programmes, and driven by inspiring Coach Developers to deliver 'best in class' coach education environments.

This document provides prospective applicants with information on criteria, timelines and key details in order to submit a tender to be an LTA Coach Development Centre.

Our goal is to have inspirational coaches growing our game. With this in mind, we encourage all potential coach education operators and centres to apply to partner with us, so together we can make this vision a reality.



Merlin van de Braam
Head of Coach Development & Support



LTA COACH DEVELOPMENT CENTRES

AN OVERVIEW

COACH DEVELOPMENT CENTRES: AN OVERVIEW

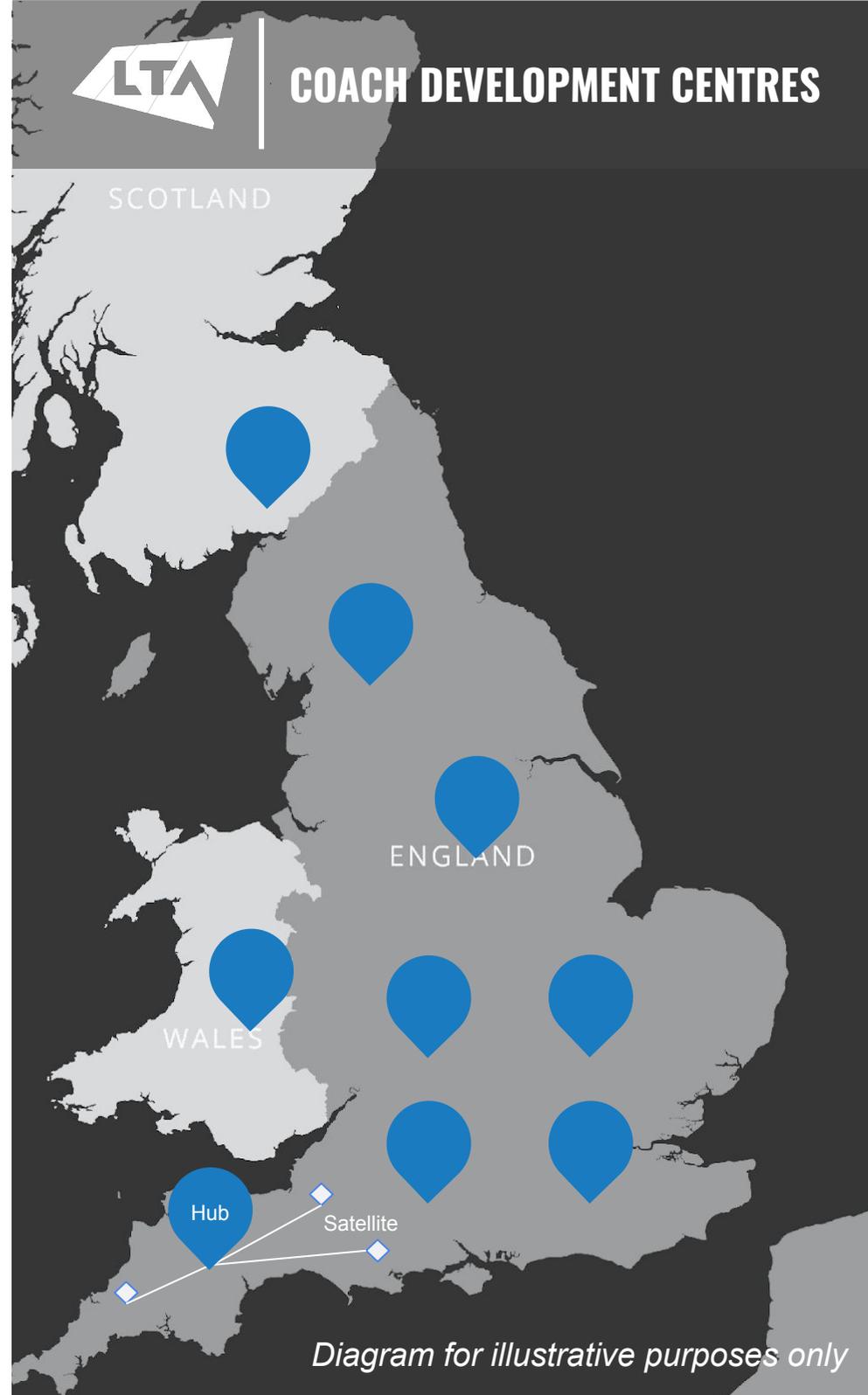
LTA Coach Development Centres will be inspiring and transformative environments for the future and current workforce.

The LTA is looking to partner with a minimum of one LTA Coach Development Centre per LTA region.

The LTA will partner with centres for three years. These contractual agreements will grant exclusive license to deliver LTA Coach Qualification training products associated with Levels 1-3.

Centres will be required to operate a 'Hub & Satellite' structure to facilitate quality and availability of coach education for their awarded jurisdiction.

A 'jurisdiction' is comprised of county clusters (one or more counties).



HUB AND SATELLITE VENUES: AN OVERVIEW

A provider can only have one hub (primary) venue as their flagship venue. All other venues would be considered satellite (secondary) venues.

Hub Venue

A hub venue is the primary and flagship venue of the LTA Coach Development Centre. It will be a high quality facility that provides an inspiring and transformational environment for coach education.

Satellite Venue(s)

Satellite venues will be high quality facilities that provide a positive environment for coach education. Satellite venues in bordering counties to the hub venue, and within a 2 hour drive time of the hub venue, will be preferred (to facilitate high quality supervised work experience opportunities).

All venues, whether hub or satellite are required to meet LTA Venue registration standards now and for the duration of the contract.

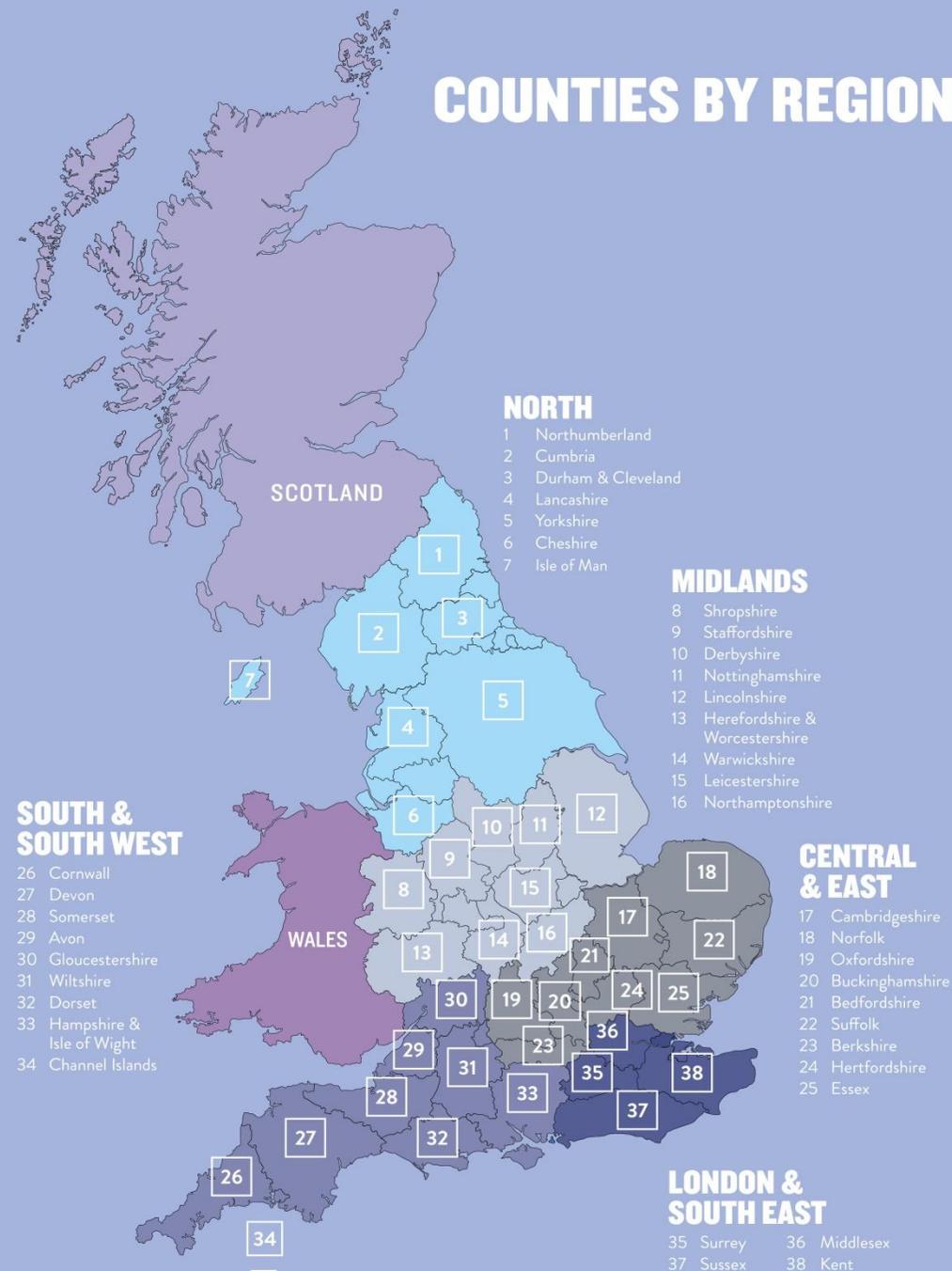
JURISDICTIONS: AN OVERVIEW

The available jurisdictions are:

- 38 English tennis counties
- For devolved nations please contact the LTA Coach Development & Support team

The number of courses delivered in each county in 2018-19 can be found [here](#).

COUNTIES BY REGION



JURISDICTIONS: GREATER LONDON

Greater London consists of London boroughs that fall within the following four tennis counties:

- Middlesex
- Essex
- Surrey
- Kent

GREATER LONDON BY COUNTY

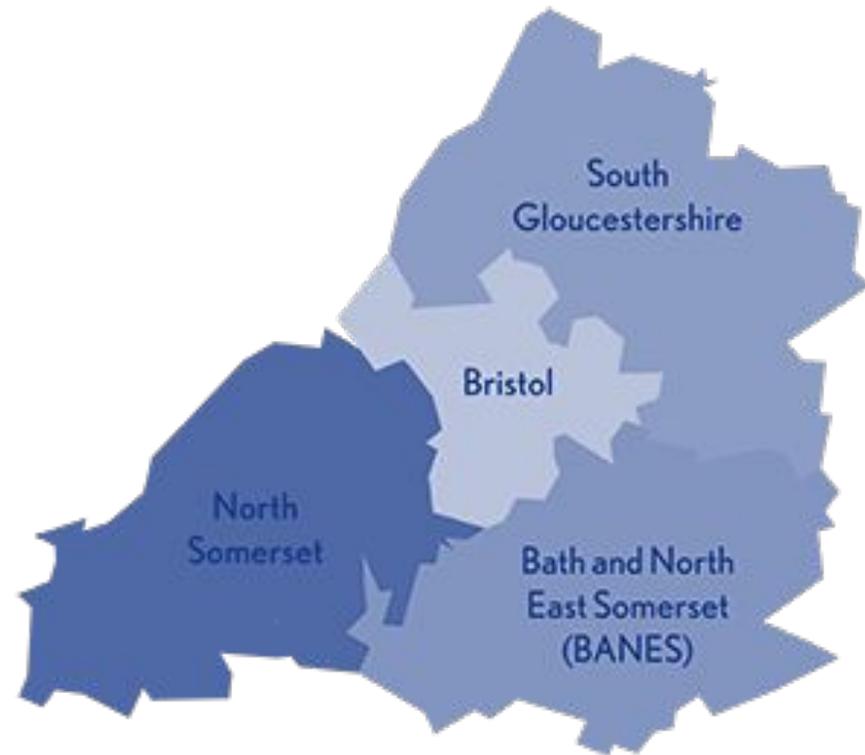


01 City of London	12 Brent	24 Havering
02 City of Westminster	13 Ealing	25 Barking and Dagenham
03 Kensington and Chelsea	14 Hounslow	26 Redbridge
04 Hammersmith and Fulham	15 Richmond	27 Newham
05 Wandsworth	16 Kingston	28 Waltham Forest
06 Lambeth	17 Merton	29 Haringey
07 Southwark	18 Sutton	30 Enfield
08 Tower Hamlets	19 Croydon	31 Barnet
09 Hackney	20 Bromley	32 Harrow
10 Islington	21 Lewisham	33 Hillingdon
11 Camden	22 Greenwich	
	23 Bexley	

JURISDICTIONS: THE COUNTY OF AVON

A centre that is awarded the rights to delivery in the tennis county of Avon will be responsible for covering the following local authorities:

- Bath and North East Somerset
- Bristol
- North Somerset
- South Gloucestershire



CORE AND PROSPECTIVE COACH DEVELOPERS (TUTORS)

The Coach Developer is one of the most important ingredients for quality coach education. We want to partner with organisations that have outstanding people at the heart of their business

To ensure great people now and for the future, centres will be asked to name both current and future (high potential) Coach Developers as part of their application. The Coach Developers (tutors) named in the application will not be the only workforce a provider can utilise but should indicate the workforce that will deliver the vast majority of coach qualifications for that provider.

- **Core Coach Developer** (Tutor): someone who holds the CTS (or equivalent if international) and is *approved* to deliver LTA qualifications. Core Coach Developers (Tutors) will deliver the majority of qualifications for a provider.
- **Prospective Coach Developer** (Tutor): someone who has completed the CTS but is *not yet approved* to deliver LTA qualifications, or is an experienced coach but has not yet completed the CTS. A prospective Coach Developer (Tutor) will be someone who is 'in development' to be a core Coach Developer for the future.



PARTNERSHIP: AN OVERVIEW

AN OVERVIEW

PARTNERSHIP AGREEMENT: SUPPORT & EXPECTATIONS

The LTA want to partner with organisations to provide genuine value to their coach education business. In return, the LTA will expect centres to agree to best in class operational and education standards. A summary (non-exhaustive list) is provided below of what partnership expectations will be included in the contract between the LTA and an LTA Coach Development Centre

Advertising support

- Approved providers will have exclusive rights and an obligation to advertise core and elective qualification units (also available as CPD) on LTA.org.uk

Content & Curriculum support

- The LTA will provide exclusive and exhaustive access to the official LTA coach education curriculum and resources via a mobile first Learning Management System (LMS). This will include all content, resources and tutor guides to deliver qualification products 1-3. Use of the LMS will be a mandatory requirement.
- The LTA will provide ongoing training and Coach Developer support via webinar, online study modules and face-to-face events, free of charge. Centres will be required to attend these training events to ensure consistent standards nationally for delivery. A total of two face to face events will be required annually. Webinar and online commitment will vary, but will align with key educational updates to the curriculum.

Course licensing

- Centres will be required to pay a course license fee to the LTA, which is currently set at £400, £300 and £200 for Qualifications 1,2 and 3 respectively. This will be reinvested into ongoing qualification evolution to continuously meet the demands of the coaching and tennis industry.

PARTNERSHIP AGREEMENT: SUPPORT & EXPECTATIONS

LTA branded course assets, clothing & equipment

- Centres will be required to use branded course assets for use on qualification units, specifically; roll up banners, courtside pop-ups, event flags, and LTA branded barrier tape.
- Centres will be required to wear clothing of the official LTA apparel sponsor while delivering LTA Coach Qualifications units.
- Centres will be required to use specialist disability tennis kit and coaching equipment to support the delivery of the LTA qualification curriculum, including LTA Youth units
- A launch pack will be provided free of charge for the above areas by the LTA at the start of the three year contract.
- Further branded course assets, clothing, course equipment, or replacements (e.g. due to damage) within a 3 year contract cycle, will require centres to purchase items. Discount and cost price will be facilitated where possible by the LTA.

Adherence to operational and educational frameworks

- The LTA will provide support to centres through clear operational guidelines on how to deliver Qualifications to ensure consistent, quality and welcoming learning environments. Centres will be required to follow these guidelines.
- The LTA will work with an awarding body on an ongoing basis to ensure a quality and robust educational offer that is best in class. Centres will be required to follow these qualification specifications to ensure standardisation and quality nationally.
- The LTA will facilitate quality annual planning through regular planning meetings with respective counties and Workforce Development Partners. Attendance at two planning meetings annually will be a requirement for all centres.

FINANCIAL SUSTAINABILITY AND FUNDING

LTA Qualifications should be run as financially sustainable courses and as such there will be no funding provided by the LTA for basic course operations.

Each year the LTA will look to drive strategic priorities in one or more of the following areas:

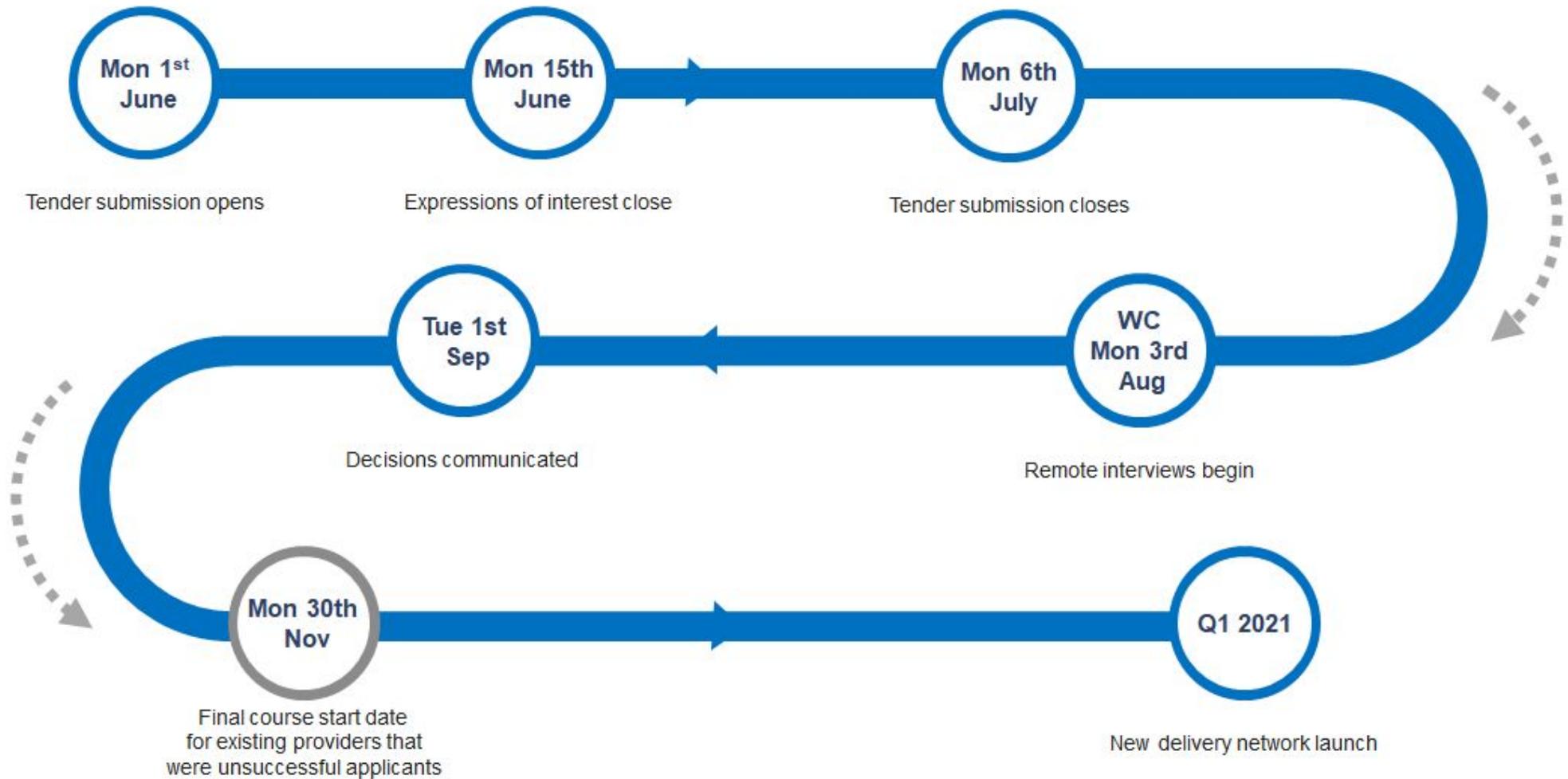
- Geographical distribution
- Future Coach Developers
- A more diverse workforce

The funding of strategic priorities will vary year to year and be developed in collaboration with the LTA Coach Development and Support Team, the LTA Coach Development Centre, the LTA Workforce Development Partner for the respective region, and the respective county.

HOW TO APPLY



KEY DATES & TIMELINES



TENDER CRITERIA: PROGRAMMES & PEOPLE

The LTA want to partner with organisations that can provide inspiring and transformative environments for the future and current workforce. Each tender submission will therefore be reviewed across 5 key areas highlighted in the table headers below.

An outstanding track record in grass roots programme and player development at the primary (hub) venue
The coaching programme provides a broad and holistic grass-roots offer with scale and quality
Evidence of successful integration of appropriate competition and progression for players
Head Coach/leadership team have a strong and compelling vision for the programme
Coaching team who are qualified and are engaged in their profession
The broader tennis offer provides an inspirational environment to attract and retain participants
Established and integrated connection between coach education and tennis programme elements
Opportunities for employment and deployment of coach graduates are available
Quality leadership, people and coach developers
Directors and leadership team have compelling vision for coach education and their business
Administrative staff and team are equipped to deliver quality administration and customer service
Core Coach Developer (Tutor) 1 has outstanding qualifications, experience and training in their field
Core Coach Developer (Tutor) 2 has outstanding qualifications, experience and training in their field
Core Coach Developer (Tutor) 3 has outstanding qualifications, experience and training in their field
Prospective Coach Developer (Tutor) 1 has outstanding qualifications, experience, training and potential to be a lead coach developer
Prospective Coach Developer (Tutor) 2 has outstanding qualifications, experience, training and potential to be a lead coach developer

TENDER CRITERIA: CULTURE, ALIGNMENT, FACILITIES, BUSINESS & FINANCIAL HEALTH

Culture, vision and mission alignment with LTA

Understands and demonstrates alignment with LTA vision, mission and organisational values

Shows a vision for working strategically to open tennis up and bring coach education to new audiences

Understands and can critically evaluate evolutions to LTA Coach Education and Delivery

A demonstrable internal culture of development, growth and personal best

Embraces quality assurance best practice to ensure integrity of LTA Qualifications is upheld

Best in class facilities that provide inspirational environments for coach education

Primary venue (Hub): High quality facilities that provide an inspirational environment for coach education

Secondary venues (Satellites): High quality facilities that provide a positive environment for coach education, ideally in bordering jurisdictions

All specified venues are LTA Registered venues (compliant with health, safety, safeguarding, accessibility, diversity and inclusion policies)

Provider can demonstrate ability to match supply and demand for qualification delivery within their jurisdictions

Robust business and financial health

Satisfactory data protection, GDPR & personal data processing arrangements

Satisfactory EV reports from awarding body

Satisfactory absence of ongoing investigation by awarding/regulatory bodies

Learner feedback logged with the LTA is positive (prevalence of complaints)

Satisfactory customer testimonials from a randomised sample of learners / customers

Quality user experience across website and booking capabilities

Satisfactory application to a high standard that demonstrates excellence and attention to detail

PANEL & DECISION MAKING

Each of the 30 individual criteria within the process will be weighted equally and assessed by panel.

There are three tender prerequisites that need to be met in order for a tender to be reviewed against the criteria;

- a) 2 years of satisfactory financial accounts (audited if applicable)
- b) satisfactory 3 year financial plan for delivery
- c) satisfactory safeguarding status for all directors, administrative staff and named Coach Developers (Tutors)

KEY CONSIDERATIONS

1. Each organisation should review their own capacity and capability to deliver LTA qualifications based on their alignment and fit with the tender criteria, before making a decision to apply
2. If further support or information is required, please contact Qualification Operations Manager, Lesley Cunningham.
3. Ensure you are able to meet the tender 'pre-requisites' before beginning.
4. Review the tender submission previews. This will ensure you are aware of all the information that will require submission, and in what format. We recommend preparing most of the information offline before transitioning to the online form.
5. Where an organisation is submitting a tender, it must be able to demonstrate how it will get the commitment of the venue (both hub and satellites) to comply with Coach Development Centre obligations set by the LTA.
6. Make initial contact with the relevant Coach Developers that you wish to name in your tender submission. They should be aware and comfortable for you to name them on their application. Any one Coach Developer can only be named on a maximum of 5 tender submissions.

KEY LINKS AND DOCUMENTS

If you have made the decision to apply and are ready to begin, you can launch all the key forms and documents here.

The Coach Development Centre tender submission should be completed by the organisation applying.

Centre application form. [Click here.](#)

The Coach Developer form should be completed by the individual Coach Developers (Tutors) themselves.

Coach Developer form. [Click here.](#)

Key supporting documents: [county data](#), [Coach Development Centre form preview](#), [Coach Developer \(Tutor\) form preview](#) & [FAQs](#).