A photograph of a young Black male tennis coach with a friendly smile, wearing a white zip-up jacket. He is leaning in towards a group of children on a tennis court. In the foreground, the back of a young boy's head and shoulders is visible, wearing a dark blue jacket. To the right, a young girl with long blonde hair in a ponytail, wearing a white shirt and blue eye protection, is looking towards the coach. The background shows a green tennis court with white lines. The image is framed by a blue diagonal overlay on the left and bottom, and yellow diagonal lines on the right.

SELF-SERVICE GUIDE TO BRINGING CLUBS AND COACHES TOGETHER

Build professional relationships that work for club, coach and community

INTRODUCTION

Clubs and coaches are key components of the tennis sector and must work in harmony to deliver coaching programmes that open tennis up across the nation. Successful collaboration creates a positive club culture along with financial gains, and this all starts with understanding the benefits, options and best practice.

Besides choosing the right operating and payment model, clubs and coaches also need to comply with the legalities of staffing and managing coaching programmes. The LTA has produced this practical self-service guide to enable facilities to develop a solid strategy that serves club, coach and community.

This guide provides clubs with the following:

- Key benefits of clubs and coaches working together
- Practical guidance that helps clubs to;
 - understand the role of a qualified coach
 - adopt the right operating model
 - be clear around paying coaches
 - appoint the right coach
- Additional areas of compliance
- Further support



KEY BENEFITS OF CLUBS AND COACHES WORKING TOGETHER

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

- Coaches can play an important role in recruiting new members from the coaching programme, generating additional income for the club
- In turn, the club can play an active role in helping to recruit members and new players to join the coaching programme, generating additional income for the coach
- The coach often has regular contact with members and players and plays a pivotal role in delivering customer service and establishing the club culture. The coach can therefore keep the club committee informed of member feedback and satisfaction
- Armed with this insight, the club and the coach are able to undertake joint marketing and promotion of the coaching programme, creating professional, relevant campaigns whilst reducing costs and duplication.

These are just some of the benefits of coaches and clubs working in unison.

THE ROLE OF A QUALIFIED COACH

A qualified coach is a teacher, mentor and role model for your club, and ultimately helps people discover and nurture a passion for tennis.

Whether engaging your first coach or recruiting a new member to the team, we recommend selecting an LTA Accredited Coach.

Coach Accreditation is the LTA's professional membership scheme for tennis coaches and is recognised as the industry stamp of approval. Engaging an LTA Accredited Coach guarantees that the coach:

- Holds a recognised tennis coaching qualification
- Has public liability insurance
- Is up to date with first aid training
- Has been trained in child protection and safeguarding best practice
- Has passed an enhanced DBS Check and/or Child Barred list check (or PVG Scheme in Scotland), if providing services in regulated activity - this includes the teaching, training, instructing, coaching, driving a vehicle for, caring for or supervising children and/or protected adults carried out by the same person frequently (once a week or more often), or on 4 or more days in a 30-day period, or overnight

- Accredited+ Coaches also commit to 15 hours of continuous professional development each year ensuring peace of mind that your members will be receiving quality coaching services

- LTA Venue Registration requires all Level 2-5 qualified coaches at a club to hold LTA Coach Accreditation in order to help raise the quality, enjoyment and safety of coaching in tennis facilities.

The coaching qualification pathway can guide coaches through their coaching career, from becoming a tennis leader through to developing players to an elite standard with a Level 5 master performance qualification. The table opposite outlines the training standards and qualifications for each LTA level.



Qualification	Delivery
Level 1 Coaching Assistant	<ul style="list-style-type: none"> - Trained to assist the delivery of group coaching sessions and tennis activity sessions in clubs and tennis centres, schools, park sites and leisure facilities - They must be acting under the direct supervision of a coach that is at least a Level 2 Accredited coach
Level 2 Coaching Assistant	<ul style="list-style-type: none"> - Trained to lead the delivery of group coaching and tennis activity sessions with beginners in clubs and tennis centres, schools, park sites and leisure facilities - They must work under the umbrella programme of a minimum of a Level 3 Accredited+ coach. - The Level 3 coach must provide session plans and guidance on delivery
Level 3 Coach	<ul style="list-style-type: none"> - The LTA's base qualification for fully qualified coaches. A Level 3 Coach is trained to work with players across beginner and intermediate to more advanced levels. The main development from a Level 2 is that candidates are trained in depth on the coaching process, to be able to skilfully analyse and improve player capabilities. - They can also manage the work of Level 1 and 2 coaching assistants
Level 4 Senior Coach	<ul style="list-style-type: none"> - In addition to the Level 3 skills, they are trained to manage a team of coaches and have an advanced understanding of tactical and technical skills
Level 4 Senior Performance Coach	<ul style="list-style-type: none"> - They are trained to deliver high level coaching skills in a performance environment, manage a team of coaches and know how to work with national level U14 players
Level 5 Master Coach	<ul style="list-style-type: none"> - On top of managing a team of coaches, they are trained how to mentor them, manage club programmes and implement new structures/products as well as deliver high quality sessions to all types of club members
Level 5 Master Performance Coach	<ul style="list-style-type: none"> - They are trained how to develop the 'performer' and 'tennis player' of British high performance players, from U14 international level to Futures level

At all levels, coaches are trained how to coach people with disabilities and adapt sessions to meet individual needs. They are also trained how to deliver tennis coaching safely and how to assess risk.

How to find out if a coach is accredited;

Call LTA on 020 8487 7000
Ask to see their accreditation card
Use the 'find a coach' tool on the LTA website

ADOPTING THE RIGHT OPERATING MODEL

An engaging, inclusive and practical coaching programme can play a vital role in all stages of the player journey by:

- Introducing new players to tennis
- Helping new players settle in to the club and grow in confidence
- Helping to improve the player and retain their enjoyment and satisfaction levels at the club
- Creating a vibrant social atmosphere at the club that is relevant for the different audiences

There are a number of different ways in which the club can work with a coach (or coaches) to design and deliver a coaching programme. The following section highlights the pros and cons of the three most popular coaching programme models used by clubs in Britain. This may also provide new ideas for restructuring or reviewing an existing programme.

MODEL A:

Coaching programme is run by the club

How does the model work?

- The club plans, schedules, administers and markets the coaching programme
- The customers pay the club for the coaching programme. The club pays the coaches/administrators an agreed hourly rate for services or salary (if it is agreed they should be employed) for their work
- Coaches can also deliver individual lessons as required and be paid directly by the customer or by the club, depending on the relationship between the coach and the club

What type of club does this suit?

- This model is more common in larger clubs with volunteer or paid staff with the skills to administer and manage a coaching programme.

Considerations

- More commercially-orientated clubs using this model tend to charge their coaches an hourly court fee for delivering individual lessons – this can provide an additional revenue stream for the club, but will impact the coach's income
- It is recommended that the club engages one of the coaching team as a head coach to lead and represent the team
- The club should consider how to retain quality, motivated coaches bearing in mind their performance does not have a direct impact on their personal income.

Pros

- The club has the potential to make significant profit if the programme is well-managed and payments to the coaches are fixed
- The club will have direct contact with the customers, so they can ensure membership is promoted and encouraged

Cons

- This model entails considerable administration and management
- The club will need to ensure it has the personnel with the appropriate skills to handle this necessary administration and management, possibly employing someone to take on these responsibilities.

MODEL B:

Coaching programme is run by the coach

How does the model work?

- The club engages a head coach to manage the coaching programme and administration
- In most cases within this model, the money paid by customers for the coaching programme sessions are paid directly to the head coach and any assistants are then paid by the head coach.

What type of club does this suit?

- This model is more common in smaller clubs where there is a lack of suitable volunteers/personnel to undertake programme administration.

Considerations

- Option to levy a charge on the head coach for use of the facilities which enables the club to generate income from the programme
- The club can offer incentives to the coach to encourage customers to become members. This could be linked to the facility charge where the charge is reduced if membership targets are achieved, for example

Pros

- No on-going need for administrative support from volunteers or paid staff
- In the majority of cases, the club does not have to pay the coach/coaches and therefore does not have to put a payroll system in place

Cons

- The club does not have direct contact with customers (particularly non-members) and does not generate any income from the programme
- Finding a coach with all necessary skills (strong on-court delivery, administrative, managerial and marketing skills) can be a challenge.

MODEL C:

Coaching programme is run by an external provider

How does the model work?

- The club engages an external provider (such as a tennis services company or another club) to plan and manage their coaching programme and administration
- Money is paid by the customer directly to the provider who then supplies a head coach and coaching assistants. The provider pays all of the coaches working on the programme.

What type of club does this suit?

- This model is more common in smaller clubs where there is a lack of suitably skilled volunteers to run a programme, and/or where the club has encountered issues finding and engaging a suitable coach because of their location/size.

Considerations

- The club may be able to negotiate a fee that the provider pays to access the courts in order to generate some income for the club. However, because there is a third party involved in the process (club – provider – coach), some providers may not be willing to do so because of the smaller profit margins associated with this approach
- The club can specify a named coach to be supplied for the majority of sessions for continuity and this can be written into the contract with the provider.

Pros

- The external provider undertakes all administrative duties
- The external provider supplies the required coaches and is responsible for their payment and management
- This encourages membership and gets more footfall at the club

Cons

- The club does not generate any income from the programme
- The club has no direct control over which coaches are provided
- The club does not have direct contact with customers so is unable to communicate with or market to them

BE CLEAR AROUND PAYING COACHES

Model A is the only model that requires a club to pay coaches directly and there are different methods for this. It is vital that the advantages and disadvantages are understood before proceeding, as each have important legal considerations.

The options are as follows:

- i. Pay coaches as employed workers, with fixed/minimum hours
- ii. Pay coaches as casual workers
- iii. Pay coaches on a self-employed basis or as a limited company

Paying coaches as employed workers

If the coaches are employed by the club, the club needs to register with HMRC at www.gov.uk/register-employer to get an employer PAYE reference number ahead of the first payday and provide a payroll service to deduct tax and national insurance from employees (coaches). The club is legally responsible for completing all PAYE tasks, including payroll, providing payslips etc, even if engaging a third party such as an accountant. The club will also be liable to pay employer's national insurance contributions.

As an employee, the coach will also be entitled to other payments such as a pension (depending on eligibility), holiday pay and sick pay (see below).

The advantages of employing coaches

- The coaches cannot refuse or turn down work required of them, unless they are not fit to work or have agreed holiday booked
- Outgoings are fixed
- Certainty of cover/forward planning for services offered
- It is easier to manage payments if there are multiple coaches working at the club.

What needs to be considered before employing a coach?

- The club will need to ensure that it is capable of running a payroll service (this can be contracted out to a service company or a local accountant)
- The club may have to pay employer's National Insurance, the cost of which will reduce the budget available to pay the coaches
- The employees will have significant employment rights and the club will need to be up to date with the relevant laws and regulations
- Dismissals will need to comply with employment regulations to avoid disputes and potential employment tribunals leading to legal action against the club

- Employees will be entitled to be paid hours stated in their statement of employment, whether the club has work for them or not
- The club will need to provide employees with access to a pension scheme (subject to qualifying conditions and even if there is only one qualifying employee)
- The club may be subject to HMRC compliance checks to ensure it is processing payments correctly.

HMRC and ACAS provide clear and accurate information on the above points:

www.gov.uk/get-ready-to-employ-someone

www.acas.org.uk



PAYING COACHES AS CASUAL WORKERS (ZERO-HOUR CONTRACTS)

Zero-hour contract workers are also known as casual workers. This method is normally used to pay part-time or occasional/ad-hoc coaching assistants, particularly students who need flexibility and when the club may only require extra support now and again.

The advantages of paying coaches on a zero-hours contract

- Casual workers can be used as and when needed and there is no obligation to provide work

What needs to be considered?

- The worker must be able to turn down work without penalty
- This method should not be used if the hours worked are regular, i.e. the same hours on a regular basis, as there will be an argument for them that they could be an employee and this would put the club at risk of claims and further payments
- Payments to casual workers should be processed through a payroll service, unless the worker is only working for your club (they will need to declare this by completing a starter checklist form found on the HMRC website) and the amounts paid to the worker are likely to be below tax and National Insurance thresholds
- This is a complex area and it is common to encounter issues with the hours being worked by a casual worker including what their employment status is. The club must ensure they are keeping records of how many hours the coach is working - if it goes beyond a certain amount the HMRC must be informed
- It is important to note that casual workers are entitled to be paid accrued holiday pay to reflect the hours that they have worked and this should be budgeted for.

PAYING COACHES WHO ARE SELF-EMPLOYED OR OPERATING AS A LIMITED COMPANY

If a coach is engaged on a self-employed basis, this means that they earn their income through working for themselves and charging others for their services. They can work for different people/clubs/companies and are entitled to decide when they provide services and when they don't (subject to any written agreement between the club and the coach). Whether the relationship is one of self-employment or not will depend on the way the club actually works with the coach and, to an extent, what documentation is in place. A club cannot simply declare their relationship with a coach to be one of self-employment, so it's important to understand what this term means.

In general, there are a number of ways in which a club can work with a coach to try to ensure the relationship would qualify as self-employment in accordance with HMRC, some examples are:

Example 1

The coach can and does send a suitably qualified coach in his/her place when he/she is unable or unwilling to deliver a scheduled coaching session. The club will need evidence that the coach does actually do this (on an invoice, for example) and that the club paid the scheduled coach and not the substitute coach. This requirement does not mean that substitution has to happen every time the coach cannot deliver a session, but it must happen at least occasionally to show that the service being provided by the coach is not "personal".

Example 2

There is little to no direct control by the club over the coach delivering the services. The coach determines their own hours, the content of the lessons and manages any assistants used in the programme. Although this would be beneficial for coaches at all levels it is likely a head coach who is most likely to wish this method.

Example 3

The coach pays to the club a fee for use of the club's equipment/facility and for access to a ready-made customer base (the club members). The fee can be in the form of time and/or money, i.e. you can require your coach to provide the club with a number of hours of coaching/administrative work per week/month and/or you can charge the coach a fixed fee or a fee based on the court hours used. The way in which this fee is paid is through invoicing as opposed to any agreed payments directly paid by the club which could be perceived as salary.

It would be best for there to be a contract for services in place between club and coach to ensure that there is no ambiguity and to put into writing the practical terms as suggested above. This will assist with the position that the coach should qualify as self-employed. If HMRC choose to audit a club and its contractual relationships and find that there is no self-employment relationship, the relationship could be deemed as either a "worker" or one of employment, potentially resulting in a significant tax bill for the club that could be backdated to the day the worker/employee started providing services.

CHECK EMPLOYMENT STATUS FOR TAX

Clubs and coaches can use this anonymous HMRC service to find out if a worker on a specific engagement should/could be classed as employed or self-employed for tax purposes:

www.gov.uk/guidance/check-employment-status-for-tax

THE ADVANTAGES OF ENGAGING COACHES AS SELF-EMPLOYED

- The club has flexibility to engage and pay the coach for as many hours as needed, similar to a zero-hours contract worker. Depending on the arrangement, the coach must submit to the club a detailed invoice with all dates and hours to be paid. Alternatively they may be paid directly by the members/other individuals and the club is not responsible for payment at all.
- A genuine self-employed coach or coach operating as a limited company has no employment rights. The club can therefore usually terminate a contract without any risk of unfair dismissal claims (subject to any notice period or conditions detailed in their contract). Please note this is not necessarily the case with claims for discrimination.
- There is no requirement to process payments through a payroll or to deduct tax and National Insurance at source – the club simply pays the coach on submission of their invoice and thereafter it is the responsibility of the coach or limited company to declare their income and pay any due tax and National Insurance
- The club or customers would pay them for the work they complete with no extra costs involved (potentially VAT depending on how much the coach earns).

CONSIDERATIONS FOR ENGAGING COACHES AS SELF-EMPLOYED

- The club must ensure it agrees a legally binding contract with the coach which outlines the precise working arrangements and how they comply with the HMRC self-employment guidelines. This will need to be produced if the club is audited by HMRC and monitored and reviewed regularly. Model contracts can be found on the LTA website
- The self-employed coach cannot be restricted from working elsewhere
- Coaches operating as limited companies will need to ensure that they have adequate insurance cover. The LTA Accredited/Accredited+ coach insurance does not cover a coach operating as a limited company if they have more employees than just themselves.
- If the coach is delivering individual lessons at the club, this may assist with any arguments relating to whether the club/coach relationship is deemed to be one of self-employment by HMRC.
- Care should be taken when engaging a coach who is operating as a limited company.



APPOINTING THE RIGHT COACH

When a club or head coach is looking to engage a new coach, the following steps are recommended for a fair and effective recruitment process:

- Develop a job description
- Advertise the job
- Shortlist applicants
- Interview shortlisted candidates
- Develop a contract

Please note that if a club is looking to recruit a coaching company for their services, this recruitment process may need to be adapted and, as above, care should be taken with this kind of relationship.

DEVELOPING A JOB DESCRIPTION

Once a model has been selected for the coaching programme (see pages 5-10), it is vital that the specific coaching needs of a club are identified. Once this is understood, the recruitment process can start. The first step is to draw up a clear job description and person specification.

The job description should include these key elements:

- Team context (information about the club and their aims and objectives)
- Key accountabilities (roles and responsibilities of the job)
- Person specification (minimum qualifications, LTA Accreditation, essential and desirable experience)

There is a template on the LTA website to help you develop a clear and concise job description which can be tailored to your club.

ADVERTISING FOR A COACH

Once the job description is complete, it is then important to advertise it in the right way.

- Avoid using personal contact details in the advert. Use an email account specific to the club or coaching programme (set one up if necessary)
- Eliminate discrimination or unfair treatment on the basis of certain personal characteristics including age, race, sex, gender reassignment, disability, religion or belief, sexual orientation, marriage or civil partnership, pregnancy and maternity, at all stages of the recruitment process. Think about the words in the advert which might be perceived as prohibiting people to apply on the basis of any of the characteristics set out here.
- Always set a deadline for applications and state whether only the shortlisted applicants will be contacted.

WHAT TO ASK FOR IN AN ADVERT

- CV (maximum of two pages including references)
- Covering letter (maximum of two pages) detailing how they meet the person specification and why they would be the best candidate for the role
- Qualification and Accreditation certificates, Criminal Records Check certificate (all LTA Accredited Coaches have access to these).

WHERE TO PUBLISH THE JOB ADVERT

- The coaching jobs section of the LTA website
- County Council jobs section
- UK Sport Jobs Page
- Social media (such as LinkedIn)
- In club communications, website or noticeboards

SHORTLISTING APPLICANTS

Creating an accurate job description and advertising it in the right places will make shortlisting applicants for the role much easier. Before shortlisting, it is vital to decide who is going to be responsible for that process as well as the interviews – we recommend that a panel is formed.

To help shortlist more efficiently and effectively:

- Check prior learning and achievements on their CV and cover letter to ensure they have the desired level of experience
- Discard any applications that do not have the applicable coaching qualification
- Check whether the coach is LTA Accredited through the 'Find a Coach' directory on the LTA website as this will help ensure they are safe to practice
- Check that their social media profiles, such as LinkedIn, tally with the content of their CV and letter

Once candidates have been shortlisted, you need to arrange interviews and let them know what to prepare.

INTERVIEWING A COACH

When conducting an interview for coaches, a club should:

- Have at least two interviewers
- Make reasonable adjustments if requested
- Complete both an on- and off-court interview
- Ask each applicant the same competency and experience questions

WHAT TO INCLUDE IN AN OFF-COURT INTERVIEW

- Provide the candidates with a topic in advance and ask them to deliver a 5-10 minute presentation (more relevant for Level 3 and above positions). Choose a topic that will provide insight into how they would perform within the role
- Ask competency and situational questions that will help to gain further knowledge on what experience they have in certain areas e.g. administration, promotion of a programme
- Ask questions that are specific to the role (this may vary depending on whether they are employed or self-employed / head coach or assistant coach)
- Ensure that the club/coach do not ask any questions that could contravene the Equality Act 2010, whether indirectly or not, such as their plans to have children or their religion.

HOW TO CONDUCT AN ON-COURT INTERVIEW

- Provide the candidates with a lesson topic to deliver for 30 minutes – this should be specific to the sort of lessons they will give in the position
- Draft in some players of a similar standard for the coach to deliver the session to
- Ask an experienced local coach or a member of the LTA Regional Team to observe the session if the club does not feel they have the expertise.

Contact references for further information about the candidate's previous employment/volunteering and let the candidate(s) know if they are successful as soon as possible.

DEVELOPING A CONTRACT OR AGREEMENT

After the interview process has been completed and a successful candidate has been informed, the club will need to draw up a contract between the coach and the club. This will depend on the coaching programme model that has been chosen, so make the contract specific to the relationship the club and coach wish to have.

The LTA has developed contract guidance and templates for self-employed and employed coaches, all available on the LTA website. They can be used as a starting point when employing or signing an agreement with a coach. Please remember that clubs should amend and adapt these standard templates to meet the needs of the role and agreement.

ADDITIONAL AREAS OF COMPLIANCE

During the course of developing and managing your coaching programme, there are three areas for consideration to ensure the club follows best practice and complies with the law. The management or committee should:

- i. Understand the legal status and review how the club is constituted
- ii. Ensure there is an understanding of the potential tax liabilities
- iii. Understand the health and safety and safeguarding procedures that are in place to protect the club

With this in mind, the LTA's Self-service guide to club governance has been produced to help tennis clubs set excellence in governance, leadership and management. Governance has become a focal point for organisations in both the commercial and not for profit sectors, including tennis clubs.

Read through this self-service guide to understand how strong governance helps the club and committee to:

- Focus on club priorities
- Meet funding criteria
- Engage a strong team of volunteers
- Manage risk and protect members and volunteers
- Create a sense of community leading to player retention
- Meet compliance

For further assistance, the LTA's Legal & Tax Helpline is a helpful first port of call. Designed specifically to provide support to tennis clubs and coaches, the LTA has contracted a leading legal and tax firm to provide independent expert advice to help you in making informed decisions affecting your club and coaching programme. This helpline provides you with a free 30-minute legal and tax advice service, after which you can pay for additional support at fixed fees agreed with the LTA on behalf of tennis clubs and coaches.

You simply need to call 03330 433 232 and quote your LTA Registration number.



FURTHER SUPPORT

UTILISING LTA PROGRAMMES AND INITIATIVES

It is important that clubs and coaches work closely to ensure that they are delivering the right programmes, competitions and products that engage with the club's target market. The LTA supports clubs and coaches with a number of tennis programmes and campaigns to help grow participation and to retain players, including:

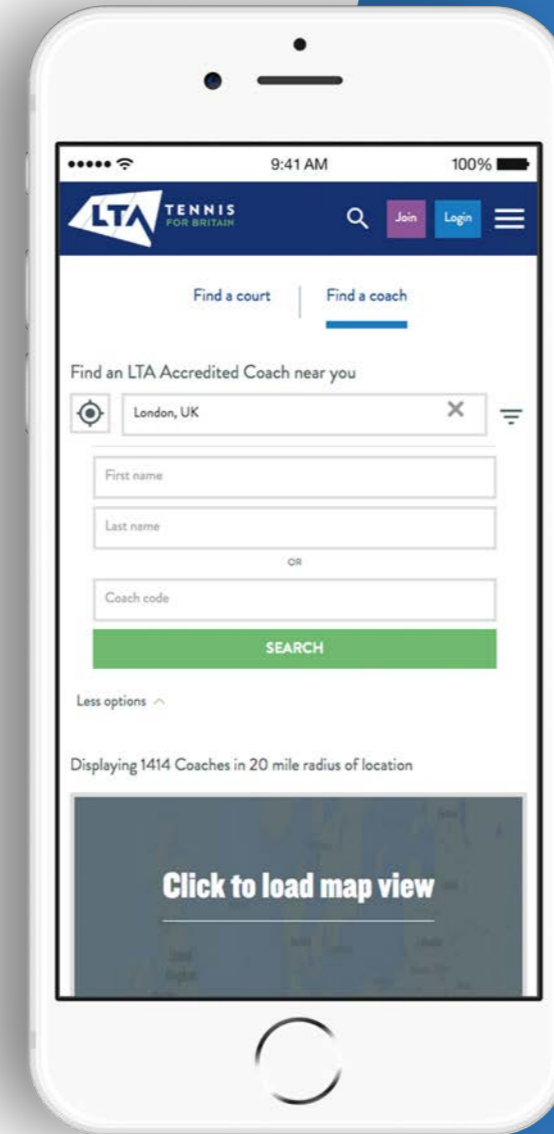
- LTABig Tennis Weekend, Junior Programme, Open Court Programme, Rally Court Finder (online) and Open Your Doors for disabled players
- Competitions such as Team Challenge for recreational players, Road to Wimbledon for U14s, the Quorn Family Tennis Cup, the LTA National League and County Leagues.

FIND A COACH TOOL

The LTA's Find a Coach tool is an exclusive benefit for all current LTA Accredited Coaches across the UK.

This online directory provides exclusive online profiles for those coaches meeting best practice standards. A fantastic promotional tool, it allows tennis players to find an Accredited Coach based on their location, playing ability, gender or qualification level. It is important for clubs to ensure all Accredited Coaches are aware of this benefit and use to its full potential by completing and updating their online profiles.

The tool helps increase transparency of the coaching industry to enable counties, clubs and employers to easily verify if a coach is Accredited. Coaches who are qualified but not currently accredited will not be displayed.



GROWING A COACHING WORKFORCE

Once a club has established a head coach, a great way to increase coaching provision is to nurture and recruit people from within the club or community. It is important that clubs and head coaches are thinking about investing in their own people, rather than relying solely on the LTA, Active Partnerships and local grant funders. The club could look to develop a coach training support scheme, where you may offer to part fund/support aspirational coaches.

This should be a team effort between the head coach and club committee to give opportunities to those who may be interested in volunteering or coaching. There are three different groups of people that a club could be looking to target:

- Teenagers or young adults who have come through the coaching programme
- Parents of children on the coaching programme
- Volunteers at the club

TARGETING THE ENTHUSIASTIC TEENAGERS AT YOUR CLUB

From the age of 13, teenagers can be trained as tennis leaders to help support coaches and committee members with the day-to-day running of a tennis club and coaching programme. This is the first step onto the coaching career ladder and they can then go on to take their coaching qualifications once they turn 16. It is worth noting that an U18 coach cannot take full responsibility for a group of children without an adult supervising.

An Accredited+ tennis coach or an active secondary school teacher can run a tennis leaders course.

TARGETING PARENTS

It is extremely important that the coach involves parents in Mini Tennis sessions, as they learn new skills to play with their children. This is a great way to create a family atmosphere at the club and support the coaches. Parents can also attend a tennis leaders or tennis activators course to learn the basics of tennis delivery. Once this first step has been achieved, the most engaged parents can be approached and encouraged to take a coaching qualification.

TARGETING VOLUNTEERS AND COMMITTEE MEMBERS

Volunteers and committee members already show an interest in making the club the best it can be. There is often funding available through local authorities, county associations and LTA regional teams to provide bursaries for coaching qualifications to those with a real aspiration to get involved further.

OTHER ORGANISATIONS TO TARGET

- Local secondary schools
- Further education colleges (linking with Sports and Leadership courses)
- Universities
- County Tennis Associations
- County coach network

SUMMARY

Developing a coaching programme that works for the whole community relies on professional relationships between club and coach. Transparency and communication are key. When recruiting a qualified and motivated coaching team, it is essential to find the right people for the job that will nurture a passion for tennis whilst supporting the club's vision. Working in harmony can only bring positive results for all parties.

