

BRINGING CLUBS & COACHES

Together



MODEL C:

Coaching programme is run by an external provider set up as a company / legal entity

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.

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 that's engaging, inclusive and practical.

The LTA has produced a self-service guide 'Bringing Clubs and Coaches Together' which outlines three coaching models. This case study demonstrates how a particular tennis club is successfully implementing model C, where the club engages an external provider (such as a tennis services company or another club) to plan and manage their coaching programme and administration. Income is generated for the club by the external provider paying a rental to use the courts.

MODEL IN PRACTICE



This urban tennis club has eight courts and welcomes players of all ages and abilities, from beginners to veterans. There are many active tennis programmes, social and competitive events and the club offers the services of LTA accredited coaches for private lessons and group training.

The coaching is run by two head coaches in partnership set up as a Limited Company. They manage a team of six other coaches who help them provide services to two local schools and an additional two-court club. Money is paid by the customer directly to the provider (Limited Company) who pays the whole coaching team.





RESULTS

- The club charges the coaches a rent of £4,000 per year for use of the courts to provide coaching, generating additional income.
- The coaches provide the club with non-member fees and the fees related to use of the floodlights.



BENEFITS OF THIS MODEL

This model increases footfall at the club and encourages membership. The external provider:

- undertakes all administrative duties
- pays an agreed fee/rental to deliver the coaching programme
- supplies the required coaches and is responsible for their payment and management.

The coach is free to generate income and profits for his/her business. Any rental fee the coach pays is an 'overhead' expense for tax purposes.



POTENTIAL DRAWBACKS OF THIS MODEL

- The club has no direct control over which coaches are provided, although a contract clause can address this (see 'Top Tips').
- The provider may be working at other venues, so a balance is needed between the club's requests and the capacity of the coaching provider to deliver.
- The club does not have direct contact with coaching customers, particularly non-members, so a shared marketing/communication plan may be needed.
- The club generates income from the rental paid by the coach to use the courts, rather than directly from the programme.
- An administrative agreement or contract must be drawn up to ensure club and coach promote each other equally.



TOP TIPS

- This model is more common at small to medium size clubs where there is a lack of suitably skilled volunteers to run a programme, and/or where the club has encountered issues finding a suitable coach because of their location/size.
- This model also works well where a coaching provider manages a large team of coaches servicing several venues in the locality.
- It is recommended that the club negotiates a fee that the provider pays to use the courts in order to generate income for the club. This could be an hourly rate per court used and invoiced on a monthly/quarterly basis. Alternatively, an annual rental fee could be agreed between the club and provider. The coach would still pay for lights and pass on non-member fees to the club.
- The club can also specify a named coach to be supplied for the majority of sessions for continuity, written into the contract.
- Whilst the club doesn't have full control over the programme, they can include an agreed schedule of services within the contract between An example taken from a contract is below:
 1. Coaching for all levels and abilities of tennis play
 2. Disability/accessible tennis provision
 3. Holiday activity provision during school holidays
 4. Club/school/LTA links
 5. Attendance at committee meetings and provision of monthly report
 6. Delivery at annual Open Day

BUILD PROFESSIONAL RELATIONSHIPS THAT WORK for your club, coach and community

However large or small your club, ensure you have your copy of the **LTA Self-service Guide** to bringing clubs and coaches together. This user-friendly guide explains the three most popular coaching models that enable facilities to develop a solid strategy that serves club, coach and community.