

BRINGING VENUES AND COACHES TOGETHER



MODEL C:

A coaching programme owned and delivered by an external coaching operator.

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



An operator is defined as a coaching/ tennis company that runs coaching programmes in more than one venue.

- This model is most often seen in parks or when an operator has capacity to deliver a coaching programme across a number of different venues. Some smaller venues adopt this model when they have not been able to find a suitable coach due to their size or location.
- To be successful with this model, this requires a coaching operator to manage a team of coaches who can service several venues
- To optimise the relationship, the venue and operator should share an agreed vision. Alternatively, the operator will need to ensure that the long-term vision of the venue aligns with its values.

**General Considerations
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VENUE CONSIDERATIONS



- The operator may be working at other venues, so a **balance must be struck between its delivery capacity and the venue's requests.**
- **As the venue does not have direct contact with the coaching programme customers,** they must consider how they can best engage and communicate with this audience. A shared marketing/communication plan may be required.
- **The venue may want to approve the coaches who will be deployed into their venue.**
- Whilst the venue does not have full control over the programme, **an agreed schedule of services can be included within the contract between the venue and coach** – see an example below:
 - Coaching for all levels and abilities of tennis play
 - Disability/accessible tennis provision
 - Holiday activity provision during school holidays
 - Community Links e.g. Schools, Scout/Girlguiding Groups, Youth Clubs
 - Attendance at committee meetings and provision of a monthly report
 - Delivery at an annual Open Day

COACH OPERATOR CONSIDERATIONS



- The operator is free to generate income and profits for the business.
- Any court rental fee the operator pays is classed as an overhead expense for tax purposes.
- The operator owns the coaching programme within a venue and therefore the client database.
- The coach/operator has more autonomy and decision-making power, e.g., coach and wider workforce appointments.
- As resources are spread across more venues, scaling the business can be a challenge.

GENERAL CONSIDERATIONS



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- The venue website and booking system should be aligned with clear links to the coaching provider to streamline the customer experience.
- The venue is responsible for the asset on which the operator and coaches run their business and should maintain it. It is important therefore the venue generates income (e.g., court rental, free coaching hours, profit share) for ongoing maintenance, which should be clearly outlined in the agreement.
- The operator undertakes all administrative duties, pays an agreed fee/rental to deliver the coaching programme and is responsible for supplying, paying and managing coaches.
- An administrative agreement or contract must be drawn up to ensure the venue and coach have clarity across a range of areas including roles & responsibilities and the marketing & communications of both parties.



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