



# WORKFORCE DEVELOPMENT CENTRES

2025 TENDER GUIDANCE DOCUMENT

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# FOREWORD

Coaches and Officials are the lifeblood of our sports and play a key role to attract and retain people in the game. Our strategy aims to engage coaches and officials with world-class development and support opportunities, so they can achieve their own potential and deliver enjoyable on-court experiences for all, across coaching and competition.

Our Workforce Development Centre (WDC) network which is an evolution of the Coach Development Centre (CDC) network will play an integral role in our strategy by delivering quality Qualification and Continuous Professional Development opportunities in coaching and officiating across tennis and padel. This national network will provide local expertise and opportunities to thousands of coaches and officials each year, ensuring we can effectively grow and diversify these critical roles across every part of Great Britain.

Workforce Development Centres will share the LTA's vision of opening tennis up and transforming communities through tennis and padel.

This document provides prospective applicants with information on criteria, timelines and key details in order to submit a tender to join the LTA Workforce Development Centre network.

Our goal is to have inspirational coaches and officials 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.



A handwritten signature in black ink that reads "Merlin van de Braam". The signature is stylized and written in a cursive-like font.

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

# WORKFORCE DEVELOPMENT CENTRES: OVERVIEW

*LTA Workforce Development Centres (WDCs) are partner training organisations that inspire the current and future workforce to deliver world-class coaching and competition.*

The national network of WDCs will be put in place to ensure that every county and local area has dedicated provision of coach and official education.

The contractual agreements with WDCs grant an exclusive license to deliver LTA Qualifications and Continuous Professional Development workshops for coaches and officials. This suite of training products is referred to as the LTA Official Course Menu.

WDCs will be required to operate through a 'Hub & Satellite' venue network to maximise quality and local availability of coach and official education for their awarded jurisdiction. WDCs will also be required to deliver remote virtual education across a range of topics.



# WORKFORCE DEVELOPMENT CENTRES: THE TENNIS / PADEL PROGRAMME

At the heart of a great WDC is a thriving programme that showcases best in class coaching and competition delivery across tennis and/or padel. WDCs will be organisations that lead or have close integration within a thriving programme.



# JURISDICTIONS OVERVIEW

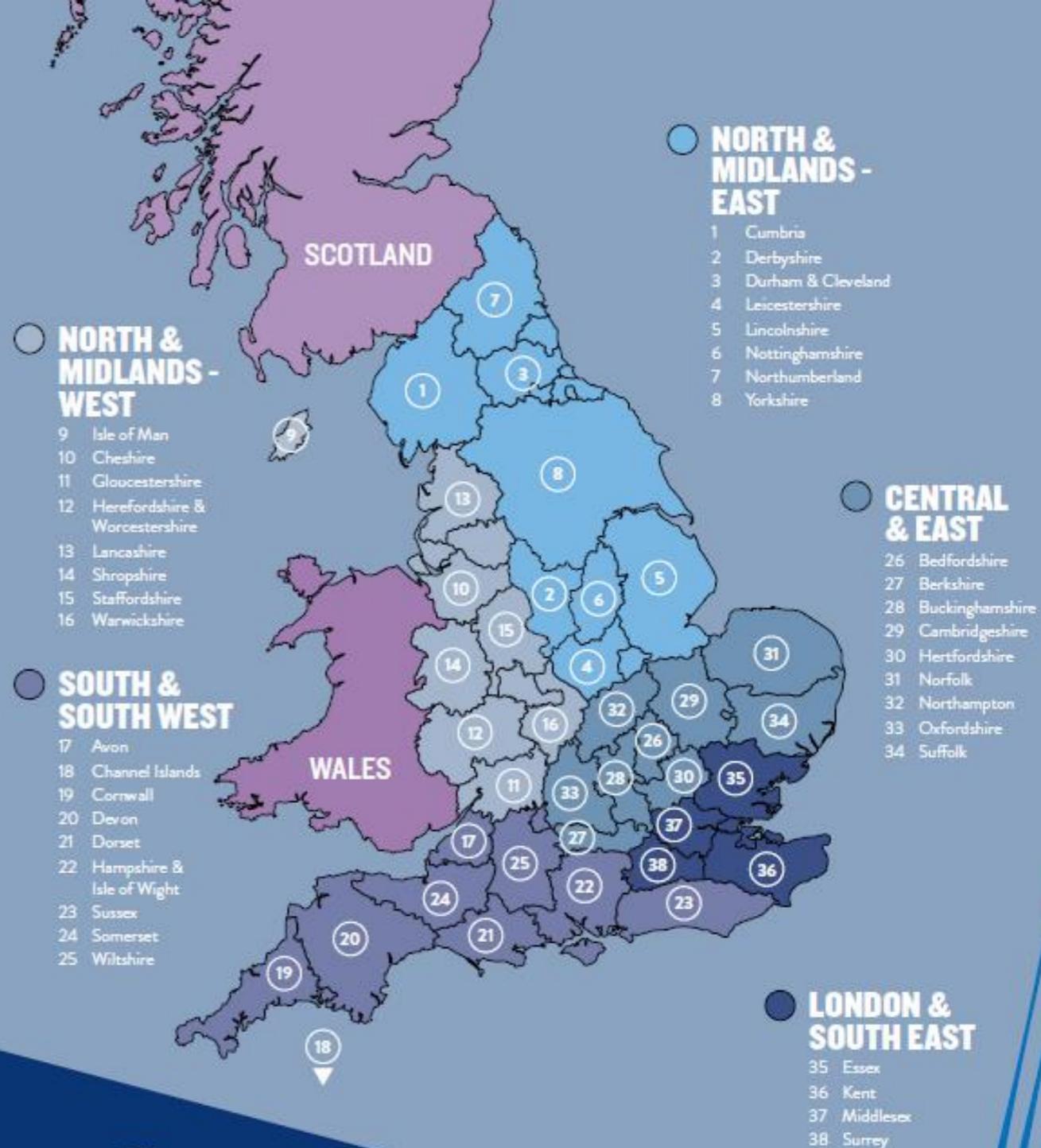
# JURISDICTIONS: AN OVERVIEW

The available jurisdictions are:

- 38 English counties are available to apply for.
- A 'jurisdiction' is comprised of a cluster of counties. WDCs can apply for clusters that contain three to seven counties\*.
- WDCs can only apply for counties that are directly adjacent. This is to ensure that there is a coordinated national network that maximises local area expertise.
- For queries regarding delivery in devolved nations please contact the LTA Coach and Official Development & Support team

*The number of accredited coaches in each county can be found on the final page.*

\*LTA reserve the right to allocate more than seven counties to a provider if necessary. We also reserve the right to allocate counties at our discretion to ensure appropriate national coverage if required

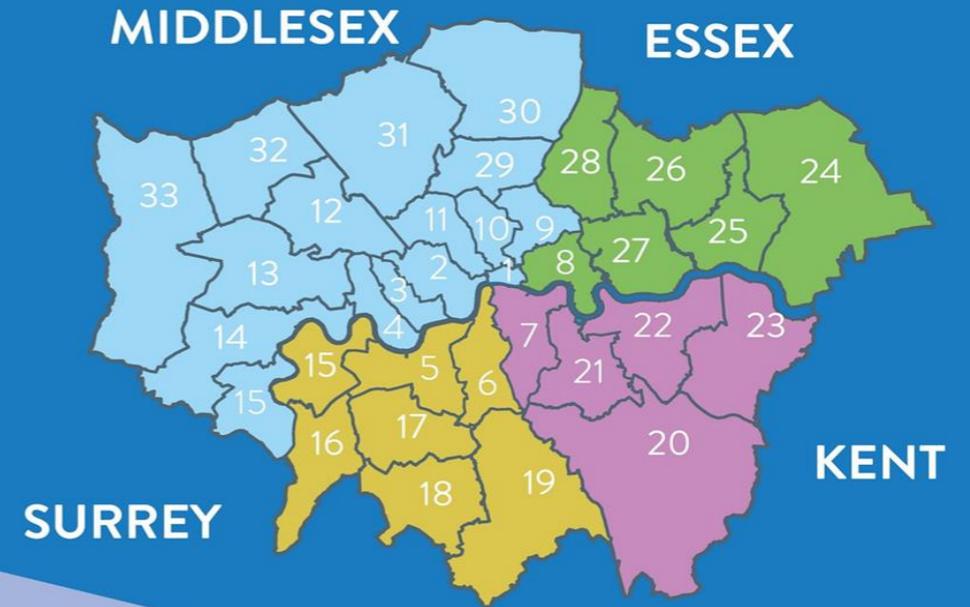


# JURISDICTIONS: GREATER LONDON

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 delivery rights in the county of Avon will be responsible for covering the following local authorities:

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



# COACH DEVELOPMENT CENTRES

- TENNIS SCOTLAND**  
(IN PARTNERSHIP WITH UNIVERSITY OF STIRLING)  
All of Scotland
- WE DO TENNIS**  
Cumbria, Lancashire, Isle of Man, Durham, Cleveland, Northumberland
- TENNIS WALES**  
(IN PARTNERSHIP WITH CARDIFF MET UNIVERSITY)  
All of Wales
- UNIVERSITY OF EXETER**  
Cornwall, Devon, Somerset, Dorset, Channel Islands
- LEEDS BECKETT UNIVERSITY**  
Yorkshire
- UCOACH**  
Cambridgeshire, Bedfordshire, Hertfordshire, Middlesex, Hampshire & Isle of Wight, Wiltshire



# PARTNERSHIPS

## AN OVERVIEW

Contents:

- Partnership Agreement
- Financial Sustainability & Funding



# PARTNERSHIP AGREEMENT

## SUPPORT & EXPECTATIONS

*The LTA want to provide genuine value to coach and official education businesses. 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 Workforce Development Centre.*

### Advertising support

- LTA Workforce Development Centres will have exclusive rights and a requirement to advertise elements from the Official Course Menu (including qualifications, CPD, First Aid, Safeguarding training for coaches and officials) on LTA.org.uk.
- LTA Workforce Development Centres will have an obligation to promote courses and drive bookings through their own website, social media channels and non-digital avenues.

### Content & Curriculum support

- The LTA will provide exclusive access to a menu of LTA qualifications and CPD for coaches and officials. This will include all content, resources, and tutor guides to deliver qualification products, as well as use of LTA Learn, the learning management system used by the LTA.
- The LTA will provide ongoing Tutor training and support via webinar, online study modules, and face-to-face events. Tutors who are engaged by WDCs 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 requirements will vary but will align with key educational updates to the curriculum.

### Course licensing

- WDCs will be required to pay a course license fee for some training products to the LTA. License fee costs will be outlined in the contract and reviewed on an annual basis. Those license fees will be reinvested into ongoing qualification development to continuously meet the demands and evolutions of the tennis and padel industries. License fees for Officiating training products will be reviewed in 2026 after a period of initial delivery, to assess financial feasibility and viability.

# PARTNERSHIP AGREEMENT

## SUPPORT & EXPECTATIONS

### LTA branded course assets, clothing & equipment

- WDCs will be required to use branded course assets for use on coach and official education delivery, specifically: roll up banners, courtside pop-ups, event flags, and LTA branded barrier tape.
- Tutors will be required to wear clothing of the official LTA apparel sponsor while delivering LTA coach and official education.
- WDCs will be required to use specialist disability tennis kit and coaching equipment to support the delivery of LTA training products, including LTA Youth units.
- A launch pack will be provided free of charge for the above areas by the LTA.
- Further branded course assets, clothing, course equipment, or replacements (e.g. due to damage) within a contract cycle, will require centres to purchase items.
- LTA/WDC partner lockup logos should be used on any branded assets, WDC course signage and communications, e.g. outlook email banners

### Adherence to operational and educational frameworks

- The LTA will provide guidance to WDCs through clear operational and educational requirements on how to deliver qualifications and CPD to ensure the learning environments are consistently high quality and welcoming. WDCs will be contractually required to follow these.
- WDCs should plan annual course calendars for their jurisdiction. WDCs should engage with counties to collate plans to service local training needs for coaches and officials.
- The LTA will operate an External Quality Assurance (EQA) process of unannounced visits, both face to face and desk-based, to work collaboratively with WDCs to maintain course operational and educational standards.

# FINANCIAL SUSTAINABILITY & FUNDING

*LTA Coach Qualifications (1-3) should be run as financially sustainable courses, and as such there will be no funding provided by the LTA for basic course operations. License fees for Officiating training products will be reviewed in 2026 after a period of initial delivery, to assess financial feasibility and viability.*

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

- Diversity of coaches
- Diversity of officials
- Tutor development

Any grant funding for strategic priorities (for example diversity and inclusion) will vary year to year and will be at the discretion of the LTA and its funding partners.



# HOW TO APPLY

# KEY DATES & TIMELINES

28th March  
Tender  
Applications  
Open

9th May  
Tender  
Applications  
Close

9th June  
Interviews  
Commence

From 30th June  
Notifications

1st January 2026  
WDC Network  
Launch

See the following pages for information about, and link to, the Tender Application Form

# TENDER SUBMISSION CRITERIA

## PEOPLE

*The LTA would like to partner with organisations who can demonstrate key competencies across a range of areas linked to best-in-class performance as a Workforce Development Centre (WDC).*

*Please see the following pages for details.*

### PARTNERSHIP QUALITIES OF LEADERSHIP AND ADMINISTRATORS

A clear and compelling vision and mission as a Workforce Development Centre

A team and organisational set-up that demonstrates outstanding capability and capacity to form part of the WDC network

An organisation that can demonstrate that development of people and excellence in education is at its core

Previous performance as an LTA CDC partner in relation to the CDC contract measurement framework \*

Previous performance as an LTA CDC partner based on EQA results and processes \*

### WDC CULTURE, VISION, AND MISSION ALIGNMENT WITH LTA

Can demonstrate alignment with the LTA's vision and mission, as well as the Coach & Official Development & Support team's strategy

An organisation that values and understands diversity and inclusion and can demonstrate commitment in this area

An organisation that values quality workforce education structures, systems, and processes

Can demonstrate understanding of how to ensure consistently high standards in workforce education

\*New providers/applicants will not be scored against these criteria and their final application score will be proportionally adjusted so their applications are not disadvantaged.

# TENDER SUBMISSION CRITERIA

## PROGRAMMES

### SHOWCASES BEST PRACTICE TENNIS AND/OR PADEL PROGRAMMING

Able to evidence a best practice tennis and/or padel programme that offers coaching and competition opportunities

The primary programme is an LTA Registered Venue

Able to demonstrate integration of competition into a broader programme of activity

The team of coaches and officials working for the organisation role model best practice standards

Can demonstrate meaningful integration between the primary programme and workforce education

Can demonstrate and support the important link between workforce education and industry deployment

# TENDER CRITERIA

## PLANNING & PROVISION, BUSINESS & FINANCIAL HEALTH

### ABILITY TO OFFER RIGHT TOUCH PROVISION OF LTA EDUCATION WITHIN A WDC JURISDICTION

Demonstrates clear and expert understanding of the process needed to build out quality local plans for workforce education

Can develop local plans with appropriate breadth, relevance, scale, and quality

Able to demonstrate a clear ability and understanding of how expand reach through a promotional strategy and activities

### ROBUST BUSINESS AND FINANCIAL HEALTH

Can evidence robust data protection measures and processes

Satisfactory absence of ongoing investigation or serious complaint

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

Quality user experience across website and booking capabilities

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

# APPLICATION STAGES & DECISION MAKING

## Pre-requisites



1. Two years of satisfactory financial accounts (audited if applicable)
2. Satisfactory 5-year financial plan for delivery
3. Satisfactory safeguarding status for all directors and administrative staff

## Stage 1



1. Evidence will be submitted via an online form and reviewed by a panel against the Tender Submission Criteria

## Stage 2



1. The most competitive applications will progress through to the interview phase
2. In some instances, applicants will not proceed to stage 2 where alignment with the criteria is low

## Decision making panel



1. LTA Coach & Officials Development Team members, alongside one external independent representative will score stage 1.
2. LTA Coach & Officials Development Team members, in addition to one representative from the LTA Regional Delivery teams and one representative from CIMSPA, the ITF or UKCoaching will score stage 2.

# KEY CONSIDERATIONS

- ✓ Each organisation should review their own capacity and capability to deliver LTA qualifications and CPD based on their alignment and fit with the tender criteria, before making a decision to apply.
- ✓ Ensure you are able to meet the tender 'prerequisites' before beginning.
- ✓ Review the tender submission criteria. This will ensure you are aware of all the information that you will be required to submit. Once submissions open, we recommend preparing most of the information offline before transitioning to the online form, but please note that some of the information will be required to be evidenced via uploaded files and video.
- ✓ Where an organisation is submitting a tender, it must be able to demonstrate how it will get the commitment of the hub programme (if not owned by the applicant)
- ✓ If further support, information or clarification is required, please contact the Qualifications Administrator, Oshi Leverton: [Oshi.Leverton@lta.org.uk](mailto:Oshi.Leverton@lta.org.uk)

# KEY LINKS & DOCUMENTS

If you have made the decision to apply, and you are ready to begin, you can launch all submission forms here [from 28th March 2025](#)

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

[WDC Tender Submission Form](#)  
[Click here](#)

If you have questions relating to the tender, please email [Oshi.Leverton@lta.org.uk](mailto:Oshi.Leverton@lta.org.uk)

All questions and answers will be added to the Frequently Asked Questions (FAQs) document.

[WDC FAQs](#)  
[Click here](#)

# ACCREDITED COACH DATA BY COUNTY

County	Accredited	Accredited +
Avon	130	60
Bedfordshire	31	6
Berkshire	85	60
Buckinghamshire	78	69
Cambridgeshire	82	40
Channel Islands	18	3
Cheshire	120	79
Cornwall	24	15
Cumbria	17	8
Derbyshire	43	21
Devon	102	40
Dorset	60	37
Durham & Cleveland	62	23
Essex	213	100
Gloucestershire	57	44
Hampshire & Isle Of Wight	143	79
Hertfordshire	143	95
Herefordshire & Worcestershire	46	40
Isle Of Man	9	1
Kent	228	117

County	Accredited	Accredited +
Lancashire	158	79
Leicestershire	75	45
Lincolnshire	60	22
Middlesex	441	299
Norfolk	50	28
Northamptonshire	32	10
Northumberland	47	20
Nottinghamshire	65	39
Oxfordshire	88	50
Shropshire	26	13
Somerset	27	22
Staffordshire	59	24
Suffolk	58	30
Surrey	445	332
Sussex	150	57
Warwickshire	140	78
Wiltshire	52	33
Yorkshire	225	104



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