# Please read this first

We are aware that you may never have been faced with a Request for Proposal (RFP) quite like this before. It may be unusual in the world of small club tennis coaching provision.

But please do not be put off. It is a lot simpler that it may first appear.

Firstly, I need to stress that we are not trying to catch you out, or find things that are wrong with you, your coaches or your business. Quite the opposite. We are trying to find the good things about you that you can offer our club. This RFP is designed to find the positive things.

There may be bits of the RFP where you struggle to answer the question as well as you think you need to, and possibly become disheartened. Please don’t.

All the questions are scored, and getting a zero score on some questions which we have only given a small weighting could be of little significance if you knock-it-out-of-the-park on the important things.

So, do not be intimidated. It is straightforward and just answer as best you can.

I suggest you do not make things up that you cannot deliver just to answer a question – we are better starting off with honesty, and that will also be recognised.

In developing this we have thought about what a perfect solution would look like. We are also realistic that we are only a village club with 6 courts. We know we will have to make compromises in the end and we are ready for that. But we felt that if we were not at least ambitious at the start, setting our objectives high, we could end up with only a mediocre outcome. We want better than that.

So, help us find a great partnership solution that moves our wonderful club forward, but gives you a great opportunity in the world of tennis coaching.

Good luck.

Head of Tennis Committee Club Chair

Mark Wolton Peter Hinckley

Request for proposal: Coaching Services to BWE tennis club

# Introduction

This Request for Proposal (RFP) has been developed to help Banbury West End Lawn Tennis and Squash Club select and contract with a tennis coaching provider for an initial 3 year period. Please return your proposal by 31st July. The instructions are at the end of the proposal.

If you have any questions, please contact the Chair, Peter Hinckley at [president@banburywestend-tennis-squash.co.uk](mailto:president@banburywestend-tennis-squash.co.uk)

## Background of the club

Banbury West End (BWE) is a long-established members club in the village of Adderbury, south of Banbury. The name can be confusing, and there is a chance this will be changed to one more appropriate for a club which is neither in Banbury nor in the West End of anywhere.

In former times the club was a significant part of the Oxfordshire tennis set up, with 7 courts producing players of national standard. In the late 80’s the club merged with a local squash club and built 2 squash courts on the site Like many tennis and squash clubs, membership has waxed and waned. In 2019/20 it had around 125 adult tennis playing members across various categories.

The club owns the freehold to its land and facilities, is debt free and has growing sinking fund reserves for the replacement of the tiger turf courts 1-4. It normally produces a modest cash surplus every year.

Fees have in the past varied from £140 p.a. for seniors to £225 per adult and £345 for a family. A new fee structure will be introduced once Covid restrictions are over, but the overall level of fees is unlikely to be radically different.

## Club development plans

The club currently has 4 tiger turf courts and 2 squash courts. There are 3 other tarmac courts (5-7) which having reached the end of their life have fallen into disrepair and are now unusable.

There is pressure on tennis court capacity at peak times (weekday evenings) with a combination of coaching, matches and club nights leaving little time for casual play for members. The restrictions due to Covid have changed the nature of court use, with the courts now busy all the time, but especially during these same peak times, but for casual play which previously was not possible.

There is a need for the return to use of at least 2 of the tarmac courts. We are developing plans now based on the refurbishment of courts 5 and 6 which we hope will also, budget allowing, include:

* new fencing
* court access control
* LED floodlights
* court marking for mini-tennis as well as normal courts
* toilet facilities in the squash building
* disabled access, though this will involve much more widespread adaptations which may be prohibitively expensive due to the physical constraints at the club.

We want to create a coaching centre around courts 5 and 6, which can relieve pressure on the other courts, and enable more tennis to take place at more times. This is just part of a wider programme of changes at the club to achieve our vision of being clearly the best club in North Oxfordshire.

We hope to have the courts in use by no later than April 2021, and hopefully sooner.

We are also investigating if a padel court can also be built, though this may not happen in the first phase.

## Flooding

The area of courts 5-7, the car park and sometimes access to courts 3 and 4 is susceptible to flooding. We do not think there is anything we can do cost effectively to stop this happening. We therefore need to build flood resilience into the plans and have flood action plans in place for a quick return to play once the flood water has gone.

In the past flooding was a rare event, but in recent years it has become nearly an annual event.

In your business plans, you need to be aware that you may lose some court access for short periods of flooding.

## Supportive coaching arrangements

In summary we are a well-run club with a great atmosphere run by a committee who want to move the club forward with:

* a facility development programme
* improvements to the administration, particularly membership services
* a more active social programme (post-Covid)
* a wider variety of tennis activities
* a marketing drive to attract new members, especially higher fee generating adult members
* a rejuvenated coaching arrangement that supports the development aims of the club.

The purpose of this RFP process is to select a coaching provider who will contribute positively to the club:

* provide a wide range of high quality and affordable coaching options to existing and new members of all ages and abilities
* become a key part of the tennis playing aspects of the club. A focal point for much of what happens on the courts
* help with the recruitment and retention of members
* work positively with the club as we move forward, finding and helping implement solutions to challenges that arise.

We recognise that the coaching provider needs to earn revenue and make profit, and we will be supportive in that. However, the club is not here simply to provide a facility for the coaching provider to earn a living. The club exists for the benefit of members. Therefore, in return for the right to use the club to make profit, we expect the coaching provider to act in the best interest of the club, and to work symbiotically with the club for the benefit of all.

*The provider could be an individual coach leading a team of independent coaches, a formal consortium of coaches, a company, or some other arrangement. We are open to all proposals and each will be considered on the merits of what is proposed.*

Individual coaches can be part of the team for more than one bid.

In return for a commitment from the coaching provider to help develop the club, we are willing to offer an initial 3 year contract with exclusive coaching rights at the club.

# The selection process

The selection process will have phases from this point as follows:

1. Return of this RFP by all interested parties by 31st July.
2. A panel assessment of the proposals to select a shortlist of potential providers.
3. We are not trying to catch you out and we want to make sure we understand what you are proposing so we can find the positive things. We may therefore ask potential shortlist providers to provide further clarification, or present aspects of their proposals and take questions from the selection panel so we can better understand if there are areas of ambiguity. This may be hindered by Covid and we may need to make arrangements for this to be via video conference.
4. Practical assessment for the shortlisted providers. Each provider will be asked to come to the club and lead a number of different sessions with club members. We would need the named coaches who will deliver at least 80% of the programme at the club to lead sessions that are likely to include:
   1. a junior session
   2. an improvers session focussed on stroke play rather than tactics
   3. an A / B team tactical session
   4. a cardio, or other such “alternative” session of your choosing
   5. a one 2 one session at a high standard.

These sessions may be limited by Covid and we will adjust accordingly. We would hope to have concluded this phase by the end of August.

1. A selection panel will then assess the results of both the proposals and the practical assessment and select a preferred provider with whom we will enter detailed contractual negotiations that reflect the offer made in the RFP.
2. Contract signing before the end of September.
3. Planning, mobilisation, and (potentially phased) start to be agreed but recognising hand-over may be needed.

## Fair and open

The club has had a number of providers over recent years, and now has a patchwork of coaches delivering different elements of the overall programme coordinated by a Head Coach who receives modest remuneration for the role. This is a self-employed contract role. We understand that coaches who have not worked with the club may feel at a disadvantage due to local knowledge and relationships.

We would like to emphasise that we are aware of such potential unconscious bias and have therefore developed this very objective process and we hope everyone will feel they have an equal opportunity to win and that a fair process will be undertaken without prejudice.

For example the club Chair will be running the process, but will not be involved in any of the assessment, focussing solely on process and fairness.

We will provide detailed feedback after the process, if requested.

## Visits

As some of you may not have a close knowledge of the club, we will allow an accompanied site visit so you can ask questions about the club. The person accompanying you will not have any role in the wider proposal process but will be able to answer any practical questions you may have. Please email the Chair at [president@banburywestend-tennis-squash.co.uk](mailto:president@banburywestend-tennis-squash.co.uk) if you would like to arrange a visit.

## Questions and answers may be circulated

You may ask clarification questions about the proposal. If the questions or answers are substantive or would help in any way with the content of the proposal then we will circulate both the question and the answer to all of you, but we will not disclose who asked the question.

## Innovation welcomed

We are not looking for just a different supplier of our current arrangements. We want something more substantial that will contribute to the development objectives of the club. We welcome innovation, although we accept that what may be innovative to us may be more commonplace elsewhere.

# Your proposal in detail

The following sections of this RFP are where we ask you for details of your proposal. Please answer the questions as fully as you see fit. Additional material can be provided as attachments to your return, but please clearly identify which attachment refers to which questions.

Bear in mind that the panel has to read these returns, so please be brief and to the point where possible.

Guidance is given for each question.

Most answers will be scored by a panel against a pre-prepared “model answer”. Not all questions are of equal weight and the relative importance of the question is given by the weighting factor. The score (in most cases a maximum of 5) from the panel given to the answer will be multiplied by the weighting factor, and the sum of all will be the final mark of your proposal. In a spreadsheet you have also been sent there is a template for your coaching programme for summer and winter, and a sheet which shows the overall weighting for each question. This is the template we will be using to score all the returns.

The size of the box is not an indication of the length of answer we are seeking. Keep typing and the box will get bigger. The length of answer is up to you but be aware that long answers may not be read as easily and sympathetically by the panel as brief and to the point answers. If a lot of detail is needed, add this as an attachment please.

## Administration, legal, safeguarding and safety

The first section deals with the foundations of the proposal.

### Legal entity submitting this proposal

|  |  |  |
| --- | --- | --- |
| Please detail the legal entity submitting this proposal and with whom the club will enter a contract. This may be an individual, limited company, consortium or other. If a consortium or other, please detail the management and legal structure and the individual(s) or entity taking legal responsibility. | Weighting | N/A |
| Mark | N/A |
| Score | N/A |
| *Type your answer here* | | |
| Attachment if required: | | |
| Notes:  We need to know who the contracting party will be, a company, an individual, or a group of individuals for example. | | |

### Insurances

|  |  |  |
| --- | --- | --- |
| Please confirm you and anyone involved in delivering the programme will have in place at all times a minimum of £X million Public Liability insurance and full employee liability insurance for any employees. | Weighting | N/A |
| Mark | N/A |
| Score | N/A |
| *Type your answer here* | | |
| Attachment if required: | | |
| Notes:  Failure to confirm you will carry at least these levels of insurance will disqualify you from the process. | | |

### Exclusivity

|  |  |  |
| --- | --- | --- |
| We are willing to offer exclusive coaching privileges to a successful bid.   * Is your bid based on having exclusive coaching rights? * How would “guest” coaches be accommodated, if at all? | Weighting | 1.25% |
| Mark |  |
| Score |  |
| *Type your answer here* | | |
| Attachment if required: | | |
| Notes: Offering exclusivity gives you a guaranteed pool of players to offer services to and build your business. However, by its nature this also comes at a cost to our members in that the choice of coaches on offer may naturally be limited. So, having a mechanism where members can bring in their own coaches, but with some financial arrangement may be welcomed. | | |

### Branding

|  |  |  |
| --- | --- | --- |
| Please explain how you will be branding your services when at BWE? | Weighting | 1.25% |
| Mark |  |
| Score |  |
| *Type your answer here* | | |
| Attachment if required: | | |
| Notes:  We recognise that you may want to build your own brand to build a business beyond BWE. However, BWE also needs to grow its membership and we need to understand how the brands would work together, or possibly conflict.  So please include an explanation of how your brand and BWE brand may interact. | | |

### Safeguarding

|  |  |  |
| --- | --- | --- |
| Please explain your approach, processes and systems in place to ensure safeguarding of young and vulnerable?  Is anyone in your team Enhanced LTA DBS, and Safeguarding qualified? | Weighting | 1.25% |
| Mark |  |
| Score |  |
| *Type your answer here* | | |
| Attachment if required: | | |
| Notes:  We have club processes for safeguarding and a Safeguarding Officer. We need to understand your own processes and how these will interface and interact with BWE.  If your proposals here fall short of what we require you will both score low on this item, but you will also have to subsequently improve your proposal to meet our minimum requirements before contract award. | | |

### Safety

|  |  |  |
| --- | --- | --- |
| Please explain your approach to safety.  What do you see as the main risks and how would you reduce and mitigate those risks?  What first aid qualifications are the minimum that coaches would have? | Weighting | 1.25% |
| Mark |  |
| Score |  |
| *Type your answer here* | | |
| Attachment if required: | | |
| Notes:  Safety is a key part of the operation of the club.  You will be overseeing many hours of activity and we therefore need to ensure that you understand all issues of safety and you have a plan for managing and mitigating risk. | | |

### Membership of the professional body

|  |  |  |
| --- | --- | --- |
| Which professional body are you affiliated to as an organisation?  At what level are you affiliated?  Are all members of your organisation affiliated and overseen by that organisation, or any other equivalent body?  Do you follow all the guidelines and rules of the professional body? | Weighting | 0.75% |
| Mark |  |
| Score |  |
| *Type your answer here* | | |
| Attachment if required: | | |
| Notes: You must be affiliated with a professional body of repute. Our preference is that all coaches are following the LTA route as we are an LTA affiliated club. | | |

## The team

### Who are the team?

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| Please fill in the table below of the coaches you intend to deploy at the club and also include CV’s for each as attachments. | | | | Weighting | 10.5% |
| Mark |  |
| Score |  |
| Coach name | Level | No. of years coaching experience | Percentage of the total hours delivered by this coach is will be: | | |
|  |  |  |  | | |
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|  |  |  |  | | |
|  |  |  |  | | |
| Attachments required: CV’s. Please list the file name(s) here: | | | | | |
| Notes: We would like a range of coaches to be available for members for group and one to one coaching so members can find a coaching style and level that matches their needs.  You will have a plan for the coaching programmes you intend to deliver, excluding one to one coaching. Please estimate the percentage of the total hours in any given month that each coach will be delivering sessions at BWE.  A single coach operator will score poorly on this question as we are seeking breadth, strength and depth. | | | | | |

### Resilience

|  |  |  |
| --- | --- | --- |
| Please explain your plans for how the service will be maintained during periods of absence of members of the team.  How would you respond to a key team member being unavailable in the medium to long term? | Weighting | 3.75% |
| Mark |  |
| Score |  |
| *Type your answer here* | | |
| Attachment if required: | | |
| Notes: Small teams can be disproportionately affected by unplanned periods of absence. Please explain your management arrangements for how the service would be maintained if key members of staff were incapacitated. Explain who would take over the roles and responsibilities of key staff and how continuity of service would be maintained. | | |

## Your coaching programme

The coaching programme is the foundation of your services to club members. This section explores your proposals.

### Programme outline

|  |  |  |
| --- | --- | --- |
| Please detail how you would approach coaching at the club and detail the elements that would make up the coaching programme. | Weighting | 6.0% |
| Mark |  |
| Score |  |
| *Type your answer here* | | |
| Attachment if required: | | |
| Notes: The club is looking for a wide-ranging programme from mini and junior, through adult tennis to team development and then other activities. This is your opportunity to describe your approach to coaching and activities and how that translates into a programme on the courts.  For us to understand your proposal we suggest you detail the different programmes, including, but not limited to such things as objectives, target audience, approach, duration (how many weeks), frequency (how many times per year), coach / player ratio, level of coach or the named coach delivering the course.  You may want to highlight those elements you would expect to have running during the 2021 season, and those you would aspire to deliver by 2022 season as demand grows. | | |

### Reducing barriers to participation

|  |  |  |
| --- | --- | --- |
| Explain how you would make participation attractive to members. | Weighting | 4.0% |
| Mark |  |
| Score |  |
| *Type your answer here* | | |
| Attachment if required: | | |
| Notes: The courses may be offered, but we also need to get members to participate. There are many potential barriers to members taking coaching. For example some may not have been coached for years and don’t see the benefit. Others may be put off by the cost. To name just two.  This is your chance to say how you would structure your coaching offer to encourage players to spend money with you by reducing the barriers that members may have to take up coaching and other activities. | | |

### Example programme

|  |  |  |
| --- | --- | --- |
| Please provide an example programme using the separate spreadsheet “BWE Example Coaching Programme”. Please rename the file before sending to clearly identify the file as yours. | Weighting | 6.0% |
| Mark |  |
| Score |  |
| No further information required here as you are filling in a spreadsheet. | | |
| Attachment if required: *enter file name of your programme here* | | |
| Notes: We are hoping you will offer a wide range of options for coaching and other activities. However, there are limits to both members’ total appetite for coaching and court space. We need to understand your ambition, and how that would interact with free play, matches, club competitions, and club sessions, so please include these in your programme.  The final programme will be decided through discussion between the Head of Tennis (and the associated sub-committee) and the coaching provider. However, we need to see what you would propose for a standard week in the 2021 season.  Please provide a summer and winter example programme: there are separate worksheets for each on the spreadsheet. | | |

### Hours commitment

|  |  |  |
| --- | --- | --- |
| How many hours of court time does your business plan assume you will deliver over a year. Please state the minimum commitment and your target. | Weighting | 4.0% |
| Mark |  |
| Score |  |
| Minimum number of hours committed to is: [*enter number here*]  Your target number of hours is: [*enter number here*]  Add additional explanation if needed. | | |
| Attachment if required: | | |
| Notes: We want the coaching provider to deliver a lot of coaching across the year in order to improve the standards of play and develop new players and members. Combining your planned courses, the weekly plan and the seasons of the year, we want to know how much coaching activity we could expect.  Our best estimate of the coaching hours provided at the club in the 12 months to March 2020 was in the region of 1100 to 1300 court hours, though we cannot be certain. In the week of the 15th June this year there was around 60 hours of coaching booked.  We think there is the opportunity to grow this annual total with the existing membership as many areas of coaching are currently not being fully exploited, and then grow further as we bring new members on board.  The minimum number you enter is the number of court hours for coaching you would be willing to commit to in the contract.  The target number is where you hope to be able to get to, based on court capacity, your planned programme and membership numbers.  For the purposes of this assume the year will run from April 2021. | | |

## Commitments to the development and life of the club

We want the coaching provider to become a hub around which many tennis activities revolve. This section aims to discover how you can deliver this objective.

### Teams

|  |  |  |
| --- | --- | --- |
| Explain how you will help develop the club teams. | Weighting | 3.0% |
| Mark |  |
| Score |  |
| *Type your answer here* | | |
| Attachment if required: | | |
| Notes: We have recently seen a drop in the number of players keen to play for the club in local leagues. Although success in local leagues is not in itself an objective for the club, we want to be able to offer those that want to play competitive tennis a team that is suitable for their standard, but without placing undue burden on team captains struggling to find players for matches.  This is your opportunity to explain how you would help develop the team aspects of the club. | | |

### Player development

|  |  |  |
| --- | --- | --- |
| Explain how you will help develop individual players. | Weighting | 3.0% |
| Mark |  |
| Score |  |
| *Type your answer here* | | |
| Attachment if required: | | |
| Notes: Most players would like to play to a higher standard, though others may be comfortable playing at their current level (old dogs and new tricks). Those that want to develop may need to be encouraged and shown the way that coaching can play a part.  This is your chance to explain your approach to identifying players who would benefit from coaching and then how you would get them to engage. | | |

### Youth development

|  |  |  |
| --- | --- | --- |
| Explain how you will help develop our youth players. | Weighting | 4.0% |
| Mark |  |
| Score |  |
| *Type your answer here* | | |
| Attachment if required: | | |
| Notes: The nurturing of the next generation of players is essential for the long-term future of the sport and the club. We support youth development through minimal fees for youth membership and making youth development a core part of our coaching programme.  This is your opportunity to explain your approach to youth development, from generating an initial interest through to playing competitively at the highest standard the skills and ability of the player allow.  We also recognise that very good players may need to leave the club for development, so if appropriate explain how this pathway would work. | | |

### Club sessions

|  |  |  |
| --- | --- | --- |
| Would you contribute to the improvement of club sessions? What would that contribution be? What changes would you recommend to widen participation? | Weighting | 4.0% |
| Mark |  |
| Score |  |
| *Type your answer here* | | |
| Attachment if required: | | |
| Notes: Club sessions (in our case called club nights as they currently happen exclusively in the evening) are an essential aspect of the club, enabling players to play with a wider group of people and help develop standards of play, yet often finishing in the clubhouse, helping maintain the social side of the club.  However, attendance at club nights can be good in the summer, but in the winter numbers fall.  Also, club nights are migrating towards the good intermediate players’ domain. Weaker players feel intimidated and stronger players feel they risk not having a challenging enough time. This is something we want to address. There should be club sessions for everyone. We feel this could be largely down to the format of the sessions themselves as the behaviours of members are by and large very supportive of weaker players. So, we are looking to change club night and are open to suggestions and practical support.  This is your chance to explain how you would work with the club to improve club sessions. | | |

### Competitions

|  |  |  |
| --- | --- | --- |
| How would you contribute to more club competitions? | Weighting | 2.0% |
| Mark |  |
| Score |  |
| *Type your answer here* | | |
| Attachment if required: | | |
| Notes:  Many people would like to play competitively but are unwilling to commit to the schedule of playing for the teams. It is believed that a variety of club-based competitions from ladder and box leagues to one day special event tournaments linked to a social event may be well received.  To raise the profile of the club, and possibly raise some revenue, we would also consider hosting area wide, open, one day tournaments.  This is your opportunity to explain how you would help the club develop the non-league competition structure. | | |

### Open days and other events

|  |  |  |
| --- | --- | --- |
| How would you contribute to open days? What other similar events do you think we should run, and how would you contribute? | Weighting | 2.0% |
| Mark |  |
| Score |  |
| *Type your answer here* | | |
| Attachment if required: | | |
| Notes:  Open days can be an effective recruitment for new members which benefits both club and coaching provider. However, to be effective, we need to get good attendance and have a great offer of things to do to encourage people to get involved.  This is your opportunity to explain how and when you would suggest we run an open day and how the coaches could help make a success of the day. | | |

### Innovation

|  |  |  |
| --- | --- | --- |
| What additional areas would you seek to develop to contribute to the life of the club. | Weighting | 1.0% |
| Mark |  |
| Score |  |
| *Type your answer here* | | |
| Attachment if required: | | |
| Notes: We recognise that there may be successful things that work in other clubs that we do not currently do at BWE.  We also have a squash section which has some youth development coaching but may be an opportunity for a wider coaching and membership development that we are proposing for tennis.  In the grand plan we are also seeking to build a padel court.  You may want to develop disabled tennis, or programmes for people with learning disabilities.  This is your chance to suggest other areas where you may be able to help the club move forward. | | |

### Retail services

|  |  |  |
| --- | --- | --- |
| What services would you offer to members? How would this be offered, and what would you require from the club to make this possible? | Weighting | 1.0% |
| Mark |  |
| Score |  |
| *Type your answer here* | | |
| Attachment if required: | | |
| Notes: New equipment from racquets and balls to shoes and clothes, along with racquet restringing offers the chance for the provider to generate profit, whilst also increasing the services for members.  This is your opportunity to detail what retail offering you would bring to the club, and what you would need to make that possible. | | |

## Membership net growth

The future success of the club is dependent on the retention and growth of members. We have a medium term target of 180 - 200 full adult tennis playing members (squash additional) with 6 courts. Membership growth benefits both the club and coaching provider and we therefore expect the coaching provider to play a full role in the efforts to find and recruit new members.

### Contribution to recruitment

|  |  |  |
| --- | --- | --- |
| How would you contribute to the recruitment of new adult members? | Weighting | 3.0% |
| Mark |  |
| Score |  |
| *Type your answer here* | | |
| Attachment if required: | | |
| Notes: The lifeblood of the club is adult membership. They pay the fees and they run the club: they are the reason the club exists. However, members leave from time to time and they need to be replaced.  This is your opportunity to explain how you could help us to recruit more adult members. | | |

### Promotion

|  |  |  |
| --- | --- | --- |
| Detail the marketing strategy you will follow.  Please include examples of recent promotional material you have recently used.  Please provide a link to your current on-line presence if any. | Weighting | 3.0% |
| Mark |  |
| Score |  |
| *Type your answer here* | | |
| Attachment if required: *marketing material* | | |
| Notes: It is likely that both the club and the coaching provider will be doing marketing: the club for memberships and events, the coaching provider to generate interest in courses.  We hope the coaching provider will contribute positively with a structured and comprehensive marketing approach that compliments the club’s marketing.  This is your opportunity to explain how you will market your services across all media and channels.  If you have no recent examples of appropriate material, then a mock-up of the sort of thing you would use for one of the courses would help. | | |

### Past performance

|  |  |  |
| --- | --- | --- |
| Please detail previous successes in growing membership in other clubs. Please include actual numbers of increase (from what level to what level and over what time) and the approach you took to deliver the new members and how that has guided your proposals here. | Weighting | 3.0% |
| Mark |  |
| Score |  |
| *Type your answer here* | | |
| Attachment if required: | | |
| Notes: Membership growth is not just about plans. Great looking plans are essential, but evidence of previous success will make your proposal in this area much stronger.  This is your chance to explain previous efforts: what worked, and what didn’t work well that has led you to the proposals for membership development at BWE. | | |

### Presence

|  |  |  |
| --- | --- | --- |
| Please detail how many hours in a week you will have a coaching presence on site in addition to actual coaching sessions, and who in the team that would be.  What services or activities would they do in that time?  What facilities would they need? | Weighting | 6.0% |
| Mark |  |
| Score |  |
| *Type your answer here* | | |
| Attachment if required: | | |
| Notes: Having a coaching presence around the club will improve the professionalism of the club and add value to members. Being a part of the club is not just delivering sessions. | | |

## Value distribution

The club needs money to operate. We are going to be refurbishing courts 5 and 6 with a potential cost in the region of £65k to £80k. The result will be an increase in capacity, and a great tennis coaching base for a coaching provider to thrive and prosper.

### Value back to the club

|  |  |  |
| --- | --- | --- |
| Please detail how you will return value back to the club over and above providing coaching services. | Weighting | 13.0% |
| Mark |  |
| Score |  |
| *Type your answer here* | | |
| Attachment if required: | | |
| Notes: The investment we are going to make needs to be paid for somehow. The coaching provider could add value back to the club through a number of different routes:   * **money**, which could for example be:   + fixed facility fee in return for specified court access   + a share of revenue generated   + court fees * **contribution** to the wider activities of the club (teams, club nights, open days, tournaments, site management etc) which improve the club offering to new and existing members * **membership growth** * **other** as we are open to ideas * a combination of the above.   You can be as innovative as you like here, but your proposals will be judged better if they are:   * **specific** – actual values, for example actual court fee rates if that forms part of your proposal. Do not be vague. * **measurable** – we need to be able to make sure we can measure your input, so we know we are getting what was agreed. Money is easy to measure. Input to other areas is more difficult * **achievable** – do not promise something which is unlikely to be viable. We are after a sustainable relationship * **with minimums** – in each area you may have a target you plan to achieve, but we also need you to specify the minimum you would be willing to have written in to the contract, with failure to achieve that target being a reason we could cancel the contract * **and with clear conditions** – if there are any conditions attached, such as court access at specific times for example, then these need to be clearly stated.   This section is scored in two parts, with half the points based on the absolute value we ascribe to your proposal, and half the points based on the issues of: specific, measurable, achievable, minimums and conditions.  We are not intending to ask for financial commitments from you that could see you going bankrupt if your business plan does not work out as you hoped.  But if you fail to deliver on your commitments in this section, rather than us forcing you to pay money that you possibly cannot afford, we simply reserve the right to cancel the contract. | | |

### Target fee income

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| What is the target hourly fee for each coach level? | | | | Weighting | 5.0% |
| Mark |  |
| Score |  |
|  | Group lesson minimum | Group lesson max | One to one | | |
| Director / other | £ | £ | £ | | |
| Level 4 | £ | £ | £ | | |
| Level 3 | £ | £ | £ | | |
| Level 2 | £ | £ | £ | | |
| Level 1 | £ | £ | £ | | |
| Trainee | £ | £ | £ | | |
| Attachment if required: | | | | | |
| Notes: There is a balance between raising money for the club and coaching provider and giving the members value for money in the coaching they pay for.  We have assumed that as you build your business plan you will have target fee incomes for each level of coach. We need to understand this so we can assess the likely range of costs to members for the different activities and player / coach ratios.  Be aware we would expect that group coaching fees and ratios would be set that you would not exceed the maximum fee income, by either reducing fees for players if numbers increase, splitting groups and adding more coaches, or limiting player numbers.  We also understand that if there are insufficient numbers to achieve the minimum fee income per coach hour in your plan then this bit is unsustainable and may be cut from the programme.  This helps us understand how that dynamic would work. | | | | | |

### Non-members court fees

|  |  |  |
| --- | --- | --- |
| What court fees do you believe non-members, both adult and youth, should be charged over and above the charge for members, for coming to lessons?  Should there be a limit on the number of times non-members can attend sessions? | Weighting | 1.0% |
| Mark |  |
| Score |  |
| *Type your answer here* | | |
| Attachment if required: | | |
| Notes:  Members have already paid for the right to be on the courts through their fees. If you have proposed “court fees” as part of your financial package, we want those fees to be invisible to the member: they are not to be told that their course fee is £x to the coach and £y to the club. We see any court fees as a charge you pay out of your income to be able run the lesson on our courts.  So, members have already paid for the right to use the courts. Members are not charged court fees for lessons. You are.  Non-members though need to contribute a court fee back to the club for fairness to members, and to encourage them to join.  You may have a scale of charges to reflect peak and off-peak value.  Please explain your reasoning behind your proposal. | | |

### The offer to members

|  |  |  |
| --- | --- | --- |
| Please state the price you would plan to charge per lesson for a junior coaching term programme, and a multi-week beginner / improver programme.  Please attach the standard terms and conditions you would use for a group coaching series for juniors, and if different, for adult beginner series as well. | Weighting | 1.0% |
| Mark |  |
| Score |  |
| *Type your answer here* | | |
| Attachment if required: | | |
| Notes:  The cost of a course to members is important but only one element.  The terms and conditions are also important. Flexibility, dealing with bad weather, cancellation charges etc all need to be considered. We would like to see how onerous, or not, your terms and conditions would be that the members have to sign up to. | | |

## Your requirements from the club

What do you need the club to do or to provide to make your proposal possible?

### Facilities required

|  |  |  |
| --- | --- | --- |
| Please detail what you need the club to provide as a minimum, and what you would ideally like.  What would be the impact of not having these facilities. | Weighting | 1.5% |
| Mark |  |
| Score |  |
| *Type your answer here* | | |
| Attachment if required: | | |
| Notes: We will have a 6 court club, but we want the coaching to be focussed on courts 5 and 6. So what do you need from the club? Kit sheds, offices, space, toilet facilities in the squash club?  This is your chance to say what is the minimum you need, and also what would be good to have to enable you to deliver an excellent service.  We may or may not be able to provide the facilities you want so you need to explain what impact that will have on your proposals to enable us to decide what we will do. | | |

### Data and membership communications

|  |  |  |
| --- | --- | --- |
| Please detail how you would adhere to GDPR regulations, yet share data on member and non-member activity in coaching to enable the club communicate in a more specific and targeted way.  What data would you want from the club and how would you use that data? | Weighting | 1.5% |
| Mark |  |
| Score |  |
| *Type your answer here* | | |
| Attachment if required: | | |
| Notes: Both the club and the coaching provider have a need to market and communicate with both members and non-members. We will both hold databases.  As a minimum we will need the contact details of any non-members who attend courses as we need to know who is at the club for safety and insurance purposes. Please confirm in your answer that this will be provided.  We have the contact details of our members and we can contact them for legitimate purposes, and that includes club business. One thing we do not want to do though is bombard our members with emails and other communications.  So please explain what data you would like access to, and how would you use that data. Also details of what oversight / control you would propose the club retains to ensure your communications are appropriate and fit within our communications plan. | | |

## Ongoing club / coach relationship management

### Review process

|  |  |  |
| --- | --- | --- |
| What review process would you recommend? | Weighting | 1.0% |
| Mark |  |
| Score |  |
| *Type your answer here* | | |
| Attachment if required: | | |
| Notes: This will be both a contract and a partnership between us. For it to work we need to have excellent formal and informal communications and review processes to check everything is working and to address any issues.  This is your chance to outline how you think a good review system would work. | | |

### Complaints process

|  |  |  |
| --- | --- | --- |
| What complaints process do you propose for unhappy clients? | Weighting | 1.0% |
| Mark |  |
| Score |  |
| *Type your answer here* | | |
| Attachment if required: | | |
| Notes: Sometimes things go wrong. We need to have methods of addressing complaints to ensure they are resolved and not left to fester.  This is your chance to explain your philosophy and processes for keeping customers / members happy when things go wrong. | | |

## Instructions for returning the Proposal

Please send this completed RFP and any other attachments to the following email address: [peterandrewhinckley@gmail.com](mailto:peterandrewhinckley@gmail.com)

This is a special email address for this process. No emails will be opened until after the deadline for submission has passed. By using this special email address rather than one of our standard ones means I will not accidentally open any returns too soon.

The cut off time for receiving your proposal is 17:00 on the 31st July.

If you want to send a test email through before this time please do so at least 7 days before the cut off date, but let me know (text to 07764 662 652 is best) and I will check it has arrived.

Please return files in word or excel format and avoid PDF where possible as we will be cutting and pasting your responses as part of our review process. Many of the answers will be scored blind by the panel so they will not know who they are scoring. This reduces the chance of any potential unconscious bias.

To this end, please only use the standard font used in the files we have sent you. I will take out your formatting if it is distinctive, so please don’t put it in non-standard formatting in the first place to save me the time of taking it out. This is all to make the process as fair as we can.