



NSW Local Coaching Advisory Group forum

Summary report – July 2009

Compiled by McLaughlin Sports Consultancy



Table of contents

Section 1	Introduction	Page 3
Section 2	Background	Page 3
Section 3	Summary of key findings	Page 4
	3.1 – Force analysis summary	Page 4-7
	3.2 – Action plan	Page 8-9
Section 4	Conclusion	Page 10
Acknowledgements		Page 10

DRAFT

Section 1 – Introduction

The key objectives of LAGs (in each state/territory) are to:

- *Provide a forum for coaches to discuss the coaching issues / challenges (and recommended solutions) within their catchment area;*
- *Make recommendations on possible solutions to consider regarding current challenges faced by coaches and the coaching industry*
- *Focus on the “coal-face” coach and coaching issues*
- *Report on any other coach / coaching issues affecting coaching*

The following *summary report* is designed to highlight the key findings and recommendations to come from the NSW Local Coaching Advisory Group (LAG) Forum held in Sydney on 2 July 2009. The structure of the forums being held across Australia is outlined below:

- **LAG forum** (open discussion to identify relevant coach / coaching issues and challenges, as well as relevant improvement strategies);
- **Networking** break;
- **LAG meeting** (targeting a limited number of key issues / challenges to come from the forum and developing a more detailed action plan to address these).

Section 2 – Background

Tennis Australia (TA) contracted McLaughlin Sports Consultancy (MSC), to assist in the planning and facilitation of the first round of LAG forums in 2009 (not including Northern Territory and Tasmania). MSC’s contract also includes the preparation of a series of *summary reports*, guided by the feedback gathered in each of the forums.

This *summary report* has been designed to provide succinct information which is a true and accurate record of input from forum delegates, and it is hoped this will assist TA (Coach Development Department), the National Coach Advisory Group (NCAG) and Tennis NSW, to continue to improve the support services provided to the NSW Tennis Coaching community.

Section 3 – Summary of key findings

Based on information provided by the delegates of the NSW LAG forum held on 2 July 2009, a series of key findings have been outlined in the following sections:

- **Section 3.1 – Force analysis summary**
- **Section 3.2 – Action plan**



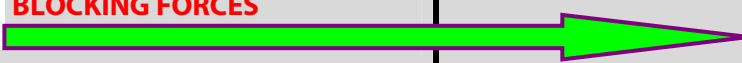
Section 3.1 – Force analysis summary

The 65 delegates who attended the inaugural NSW LAG forum were divided into nine small groups to have open and frank discussions within these groups to identify key issues affecting the Tennis Coaching industry in NSW. They were also asked to provide possible solutions / strategies that they felt may address the issues they identified.

Based on the information provided by each of the nine groups within the forum, a summary of the forces currently driving the performance of Tennis coaching in NSW, along with the blocking forces slowing the progress of world class Tennis coaching in NSW, are presented in Table 1, following.

TABLE 1 – FORCE ANALYSIS SUMMARY

TENNIS AUSTRALIA FUNCTIONAL AREA	<p style="text-align: center;">IDENTIFIED DRIVING FORCES</p> <p style="text-align: center;">→</p>	<p style="text-align: center;">Issues & challenges Where we are now</p>	<p style="text-align: center;">IDENTIFIED BLOCKING FORCES</p> <p style="text-align: center;">←</p>	<p style="text-align: center;">IDENTIFIED STRATEGIES</p> <p style="text-align: center;">→</p> <p style="text-align: center;"><i>(To address blocking forces & to maintain driving forces)</i></p>	<p style="text-align: center;">Where we want to be</p>
<p>MARKETING</p>	<ul style="list-style-type: none"> • High profile sport (community identification of current and past players) • “Clean image” – non-contact sport, sport for males and females, young and old, all cultures, etc) • Being recognised as Australian’s number 1 sport of interest • Highly visible sport (TV coverage of major events) • The Australian Open - leverage for tennis coaching businesses 	<ul style="list-style-type: none"> • Competition from other sports (team sports) • Lack of “year round” marketing • Accessibility of the sport (high cost) 	<ul style="list-style-type: none"> • Need a TA lead all year round marketing approach focusing on Tennis’ points of difference from other sports • Make tennis affordable 		
<p>COACH DEVELOPMENT</p>	<ul style="list-style-type: none"> • Increase investment in coach development from both TA and TNSW • Quality coaches and viable coaching businesses • Integration of TCA (one body) • Improved coach recognition • Quality coach development program (coaching courses, professional development and membership) 	<ul style="list-style-type: none"> • Non-qualified coaches operating • Under utilised skilled specific coaches • Perceived competition between coaches (lack of co-operation) • Public liability issues 	<ul style="list-style-type: none"> • Tennis apprenticeship / traineeship scheme (coaching and business) • Systematic approach to inform facility owners of the coaching qualifications / recommended programs • Implement a system to recognise coaches • Increase revenue opportunities for small tennis businesses • More examples / resources showing innovative, contemporary tennis coaching strategies / activities 		

TENNIS AUSTRALIA T12 AREA	IDENTIFIED DRIVING FORCES 	Issues & challenges Where we are now IDENTIFIED BLOCKING FORCES 	IDENTIFIED STRATEGIES  <i>(To address blocking forces & to maintain driving forces)</i> Where we want to be
GRASS ROOTS & TENNIS IN SCHOOLS	<ul style="list-style-type: none"> The presence of modified tennis programs and equipment for beginners Increased presence in schools Increased grass roots participation 	<ul style="list-style-type: none"> Fees for the Aviva Hot Shots program too expensive (needs to be revised) Lack of coaches using modified programs/equipment and other innovative and fun coaching methods Lack of penetration of tennis in schools Ageing volunteer infrastructure in tennis centres 	<ul style="list-style-type: none"> Implement a national school tennis program Club administrator training program (e.g. marketing, event management, finance, facility management, etc)
INFRASTRUCTURE	<ul style="list-style-type: none"> Continual development/improvement of new /current facilities Improved communication re: tender process (between TA, councils, clubs and coaches) 	<ul style="list-style-type: none"> Too many synthetic grass courts in Sydney Lack of indoor facilities Short term facility leases from LGAs Councils don't support facility maintenance (councils need to be educated) High cost of land for facility development High cost of leases / coaching rights 	
ATHLETE DEVELOPMENT	<ul style="list-style-type: none"> Clearly defined athlete development pathways Quality training and competition facilities (all surfaces) 	<ul style="list-style-type: none"> "Ugly parent syndrome" Self-umpired matches 	<ul style="list-style-type: none"> Tap into the ASC National Talent Identification Program

TOURNAMENTS & COMPETITION	<ul style="list-style-type: none"> Quality competitions / tournaments to support athlete development 	<ul style="list-style-type: none"> Point system used in tournaments Lack of modified tournament structures to meet the needs of various player groups within the Tennis athlete development pathway 	<ul style="list-style-type: none"> More local and district tournaments at all levels Implementation of a TA version of the "Team Tennis" Program implemented in the USA. More modified tournaments to meet the specific needs of players at each stage of the TA player development pathway.
COMMUNICATION/IT		<ul style="list-style-type: none"> Ineffective information and communications technology systems in place (registrations, ratings, national and international points, etc) Unclear or poorly communicated TA goals re coach development, grass roots participation, athlete development pathways, etc Lack of communication between coaches and TNSW 	<ul style="list-style-type: none"> Improved, centralised ITC system to effectively manage relevant data (e.g. rankings, registrations, tournaments, coach qualifications, updating activities, etc)

PLEASE NOTE: TENNIS AUSTRALIA HAS ALREADY DEVELOPED SOME INITIATIVES, WHICH ARE IN VARIOUS STAGES OF DEVELOPMENT (PRIOR TO THE LAG FORUM PROCESS) TO ADDRESS SOME OF THESE IDENTIFIED DRIVING AND BLOCKING FORCES. TENNIS AUSTRALIA WILL SHARE THESE INITIATIVES WITH COACHES THROUGH VARIOUS COMMUNICATION MEDIUMS, I.E. LAG FORUMS, COACH COMMUNICATION MEDIUMS ETC.

3.2 – Action Plan

TABLE 2 – JULY 2009 LAG POST FORUM ACTION PLAN

TENNIS AUSTRALIA FUNCTIONAL AREA	Key Issue	Aim	Strategy	Resp	Time
MARKETING	Lack of a nationally coordinated, year-round marketing approach	Provide an opportunity for all people to play tennis	Provide an update to TA coach members through a range of mediums re: proposed Play Tennis participation strategy - providing an invitation and opportunity to play tennis. Includes enhanced website content (real tennis stories, enhanced Find a functionality, tennis and coaching video tips) and communications campaign (TV commercial, outdoor, online display advertising, search engine marketing and local activation)	TAMD	Oct 2009
COACH DEVELOPMENT	Non-qualified coaches running businesses / coaching	Promote the benefits and value of a qualified Tennis Australia coach.	Conduct a coach awareness campaign (for coaches to schools and clubs/centres)	TACD	Oct 2009
COACH DEVELOPMENT		Implement benchmarks for coaching standards	Implement a benchmarks for coaching standards trial (through Regional Training Centres initially)	TACD	From Feb 2010
COACH DEVELOPMENT	Lack of career pathway/direction for coaches	Provide a career pathway for coaches	Provide an update on the TA traineeship / apprenticeship program to provide industry recognition and an enhanced professional coach career pathway.	TACD	Oct 2009
COMMUNITY TENNIS	Ageing volunteer infrastructure	Educate the volunteers within clubs/centres	Inform TA coach members of the on-line learning for volunteers (via CoachesWorld)	TACD and TACTD	Oct 2009
COMMUNITY TENNIS	Lack of presence of tennis in schools	Greater penetration of tennis in schools	Inform TA coach members of the revised AHS Tennis in School pilot	TACD	Oct 2009
COMMUNITY TENNIS	Need for a co-ordinated approach to facilities	Co-ordinated approach to facility development	Inform TA coach members of the Facility Development Framework	TACD TACTD	Oct 2009

TENNIS AUSTRALIA FUNCTIONAL AREA	Key Issue	Aim	Strategy	Resp	Time
COMMUNITY TENNIS	Modified tournament structures	Increase the number and depth of engagement of active players	Inform TA coach members of the various resources available re: modified tournament/competition formats (via CoachesWorld)	TACTD	Oct 2009
ATHLETE DEVELOPMENT	Ugly parent syndrome	Promote effective tennis parenting	Inform TA coach members of the effective tennis parenting program	TACD and TAAD	Oct 2009
ATHLETE DEVELOPMENT	Unclear Talent Development program	Promote the TA talent development philosophy/program	Inform TA coach members of the TA position on Talent Development	TACD and TAAD	2010
ATHLETE DEVELOPMENT	Coaches not working together/coaches being recognised for their involvement in player development	Recognise the “high performing” coaches involved with the Player Development pathway	Recognise “high performing” coaches through a coaching chain recognition (back tracks all coaches contributing to the player’s success)	TAAD	Jan 2010
COMMUNICATION	Ineffective ITC systems	Improved, centralised ITC network for coaches	Inform TA coach members of the ITC solutions which TA is addressing (via CoachesWorld)	TACD	Oct 2009
COMMUNICATION	Unclear of TA goals	Promote TA’s T12 strategy	Inform TA coach members of the TA T12 strategy (via CoachesWorld)	TACD	Oct 2009
COMMUNICATION	Lack of communication between Tennis NSW and coaches	Develop effective communication strategies between TNSW and TA coach members in NSW	Develop a communication plan between TNSW and TA coach members in NSW. NSW LAG linked with Tennis Sydney and Tennis Country	TACD NSW LAG TNSW	Oct 2009

Key:

TACD – Tennis Australia Coach Development

TAMD – Tennis Australia Marketing Department

TACTD- Tennis Australia Community Tennis Department

TAT&E – Tennis Australia Tournament and events

TAAD – Tennis Australia Athlete Department

NSW LAG forum summary report – July 2009

Coach Development – Key Goal - “Attract, develop and retain the best coaches globally”

Section 4 – Conclusion

The inaugural NSW LAG forum held in Sydney on 2 July 2009 raised a myriad of issues and strategies, all of which, if implemented, would improve Tennis coaching in NSW. Although this is the case, “Rome was not built in a day” and the action plan contained within this report is focusing only on the core issues raised by the NSW LAG forum delegates, which can realistically be progressed between now and the next NSW LAG forum. The action plan within this report will provide invaluable information to Tennis Australia and in the next NSW LAG forum; delegates will be informed as to the progress made in relation to the plan. ***It should be noted – it is intended that the NSW LAG Forums will be held approximately 3 times per year.***

Tennis NSW and Tennis Australia take this initiative very seriously and we hope you will continue to proactively support the development of tennis coaches through your positive involvement in the next LAG Forum.

Acknowledgments

McLaughlin Sports Consultancy is grateful for the opportunity to contribute to the success of the inaugural LAG forums in 2009. MSC would like to thank the NSW LAG members and forum participants who gave of their time to share a wide range of views and experiences in an attempt to provide relevance to the process at all times. This dedicated group will have a large impact on the implementation of the action plan within this report and on the future development of the tennis coaching industry, both in NSW and throughout Australia.

Special thanks must go to Margaret Parker and Karen Clydesdale from Tennis Australia for their professional and passionate work, which ensured the undeniable success of the NSW LAG forum.



Mike McLaughlin
McLaughlin Sports Consultancy