



Qld Local Coaching Advisory Group forum

Summary report – July 2009

Compiled by McLaughlin Sports Consultancy



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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 Qld Local Coaching Advisory Group (LAG) Forum held in Brisbane on 3 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 of input from forum delegates, and it is hoped this will assist TA (Coach Development Department), the National Coach Advisory Group (NCAG) and Tennis Queensland, to continue to improve the support services provided to the Queensland tennis coaching community.

Section 3 – Summary of key findings

Based on information provided by the delegates of the Qld LAG forum held on 3 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 40 delegates who attended the inaugural Qld 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 Queensland. 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 six groups within the forum, a summary of the forces currently driving the performance of tennis coaching in Queensland, along with the blocking forces slowing the progress of world class tennis coaching in Queensland, are presented in Table 1, following.

TABLE 1 – FORCE ANALYSIS SUMMARY

+ indicates number of times it was raised by different groups

*** (validated – The Sweeney Sports Report – Summer 2008/2009 – 52%, followed by Cricket and Australian Rules)*

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;">←</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;">(To address blocking forces & to maintain driving forces)</p>	<p style="text-align: center;">Where we want to be</p>
<p>MARKETING</p>	<ul style="list-style-type: none"> • Australian Open + • Brisbane International • Number 1 watched sport on TV in the world** • Clean image – non-contact • Good ambassadors in Qld (past players) 	<ul style="list-style-type: none"> • Competition from other sports (tennis is more skilful and difficult to play, expensive) ++ • Lack of TV coverage 	<ul style="list-style-type: none"> • More marketing collateral surrounding AO, BI, Wimbledon (more aligned) 	
<p>COACH DEVELOPMENT</p>	<ul style="list-style-type: none"> • TCA integration with TA • Number of coaches in Qld + • Young coaches coming through • Quality TA coaching courses • TA’s commitment to the coaching fraternity • Professional Development opportunities (inc regional) + • Coach Development Co-ordinator in Qld • Skilled, passionate people/coaches 	<ul style="list-style-type: none"> • Need for quality coaches (Not enough good quality coaches, ageing population of coaches, reluctance to up-skill, reluctance to share good ideas, general apathy) • Lack of recog of coaches ++ (esp full-time) • Ability to make a living from coaching tennis • Too many coaches concentrate on high performance • Lack of engagement with great coaches • Cost of Junior Dev courses • Accessibility of the TA coaching courses (regional) ++ 	<ul style="list-style-type: none"> • Provide a manual with drills/activities • Increased the education on business of coaching – more PD opportunities • Better development pathways for coaches ++ • Apprenticeship schemes for coaches ++ • Launch a campaign to attract quality coaches • More recognition of full-time coaches + • Free ticketing to Australian Open/Brisbane International • Image of coach (modern/contemporary) • Support Master Club Professional Course 	

TENNIS AUSTRALIA FUNCTIONAL 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"> Emergence and acceptance of modified tennis Modified tennis creating more match play earlier Aviva Tennis Hot Shots 	<ul style="list-style-type: none"> Not enough match play through fixtures + (need to bring back the good players aged 25 -40 years) Quality of tennis programs Need competition for beginners/grass roots Lack of volunteers/management and funds 	<ul style="list-style-type: none"> Intra-club fixtures Volunteer up skilling
INFRASTRUCTURE	<ul style="list-style-type: none"> New Brisbane Tennis Centre + Facility development 	<ul style="list-style-type: none"> Lack of facilities/courts in Brisbane metro 	<ul style="list-style-type: none"> Develop strong relationships with councils
ATHLETE DEVELOPMENT	<ul style="list-style-type: none"> Fixtures/competitions/tournaments 	<ul style="list-style-type: none"> Competition between the National Academy and private coaches involved with elite athletes Not all TA/MA coaches are qualified Lack of coaches taking players to tournaments Too much emphasis on training not playing Lack of assistance for players Too much focus on the No. 1 and 2 ranked players 	<ul style="list-style-type: none"> Simplify systems to put more into prize money More affordable training opportunities for regional players Improved integration of the private coach and National Academy Subsidies for coaches to take players to tournaments
TOURNAMENTS & COMPETITION	<ul style="list-style-type: none"> Increased Australian Money Tournaments (AMT) 		

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;">Where we want to be</p>		
			<p style="text-align: center;">IDENTIFIED STRATEGIES</p>	<p style="text-align: center;">Where we want to be</p>
		<p style="text-align: center;">→ (To address blocking forces & to maintain driving forces)</p>		
<p>COMMUNICATION/IT</p>	<p>More direction and unity from Tennis Australia</p>	<ul style="list-style-type: none"> • Too much Tennis Australia bureaucracy • Lack of money for players • Lack of unity • Need for greater input/consultation with tennis fraternity in development of TA programs • Need for improved communication • Disillusionment of coaches re: lack of ability for coaches to drive programs 	<ul style="list-style-type: none"> • LAG / NCAG + (more consultation) • Tennis Queensland to effectively communicate with coaches • TA needs to deliver a program/initiative involving the coaches to build trust of TA. 	

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	Competition with other sports	Promote the points of difference of tennis to its competitors (clean image, non-contact, professional etc)	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	Lack of quality coaches	Provide a range of quality Coach Development resources, educational opportunities	Greater promotion of the career pathway for a coach – to attract quality coaches to be outlined in the TA Coach Development marketing plan briefs Promote the (drills/activities) resource to TA coach members (via CoachesWorld) Increased on-line educational opportunities	TACD TACD TACD	2010/ 2011 Oct 2009 2010
COACH DEVELOPMENT	Lack of quality coaches	Implement benchmarks for coaching standards	Implement a benchmark for coaching standards trial (through Regional Training Centres initially)	TACD	Feb 2010
COACH DEVELOPMENT	Lack of recognition of the coach (especially the full-time coach)	Promote the benefits and value of a qualified Tennis Australia coach. Promote the TA/MA appoint qualified coaches policy	Conduct a coach awareness campaign (for coaches to schools and clubs/centres) More recognition for full-time coaches Reinforce TA CD policy to appoint qualified coaches (or a commitment to undertake TA coaching courses) to TA/MAs	TACD TACD	Oct 2009 ongoing
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

TENNIS AUSTRALIA FUNCTIONAL AREA	Key Issue	Aim	Strategy	Resp	Time
COACH DEVELOPMENT	Accessibility of TA courses (regional)	Increase the accessibility of TA courses to regional areas	Share the TA coaching course regional policy (target regional areas via CDC, especially the new TA trainee course) and inform coaches of the on-line learning modules	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
INFRASTRUCTURE	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
COMMUNITY TENNIS	Not enough match play/inter or intraclub fixture opportunities	Increase the number of fixture opportunities for juniors and seniors	Tennis Queensland personnel to insert here.	TQld	2010
ATHLETE DEVELOPMENT	Competition between the National Academy and private coaches involved with elite athletes	Integration of the private coach / National Academy	Correspond to private coaches of National Academy athletes meeting scholarship criteria of the services they can access. Inform key stakeholders of components of the Qld Talent Search & Development program once finalised. There will be aspects whereby certain private coaches may be involved with the new Talent Search & Development program.	TAAD TAAD	Nov 2009 Sept 2009
ATHLETE DEVELOPMENT	Not enough coaches taking players to tournaments	Increased incentives for coaches to take players to tournaments	Inform TA coach members of the opportunities for grants for coaches to take players to national tournaments through the new Talent Search & Development program. Inform Qld TA coach members of the opportunity to access funding to encourage coaches to attend events.	TAAD TQld	TBC TBC
COMMUNICATION	Lack of consultation with coaches in the delivery of TA programs	Develop effective communication /consultation strategies with coaches	Conduct regular LAG forums whereby coaches have input into the development of future initiatives and coaches recommend topics to be discussed at LAG forums	TACD	Jan 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

Section 4 – Conclusion

The inaugural Qld LAG forum held in Brisbane on 3 July 2009 raised a myriad of issues and strategies, all of which, if implemented, would improve Tennis coaching in Queensland. 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 Qld LAG forum delegates, which can realistically be progressed between now and the next Qld LAG forum. The action plan within this report will provide invaluable information to Tennis Australia and in the next Qld 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 Qld LAG forums will be held approximately three times per year.***

Tennis Queensland 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 Qld 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 Queensland and throughout Australia.

Special thanks must go to Courtney Haynes, Rob Leeds and Karen Clydesdale from Tennis Australia for their professional and passionate work, which ensured the undeniable success of the Qld LAG forum.



Mike McLaughlin
McLaughlin Sports Consultancy