



South Australia Local Coaching Advisory Group forum

Summary report – September 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 South Australian (SA) Local Coaching Advisory Group (LAG) Forum held in Adelaide on 27 September 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 SA, to continue to improve the support services provided to the SA Tennis Coaching community.

## Section 3 – Summary of key findings

Based on information provided by the delegates of the SA LAG forum held on 27 September 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 SA LAG forum were divided into seven small groups to have open and frank discussions and to identify key issues affecting the Tennis Coaching industry in SA. Delegates were also asked to provide possible solutions / strategies that they felt may address the issues identified.

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

TABLE 1 – FORCE ANALYSIS SUMMARY

Please note: that this section is a summary of all the thoughts and ideas collated from the coaches participating in the LAG brainstorm session

TENNIS AUSTRALIA FUNCTIONAL AREA	IDENTIFIED DRIVING FORCES (Where we are now)	IDENTIFIED BLOCKING FORCES (Where we want to be)	IDENTIFIED STRATEGIES (To address blocking forces & to maintain driving forces)
MARKETING	<ul style="list-style-type: none"> <li>Local Tennis promotion</li> <li>The fact that money can be made from Tennis coaching and the sport itself</li> <li>Access to Tennis SA resources / support</li> <li>Tennis is a sport for all</li> <li>Passionate Tennis stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>Competition from other sports (team sports)</li> <li>Lack of “year round” marketing linked to Local Area Marketing</li> <li>Accessibility of the sport (high cost)</li> <li>The cost associated with learning to play Tennis</li> <li>Lack of local role models / hero workshop</li> </ul>	<ul style="list-style-type: none"> <li>Need a TA led all year round marketing approach delivered nationally</li> <li>Proactive and coordinated marketing / communications with State Department of Education re the Tennis Hot-Shots schools program</li> <li>Need to engage past players and academy coaches to play this role.</li> </ul>
COACH DEVELOPMENT	<ul style="list-style-type: none"> <li>The new coach development program (coaching courses, professional development and membership)</li> <li>New coach development resources, workshops and LAG forums, etc</li> <li>Improved drive of coach development from a national level</li> </ul>	<ul style="list-style-type: none"> <li>Perceived competition between coaches (lack of co-operation) –</li> <li>Lack of young players becoming qualified coaches to assist in club coaching and act as role models to junior players</li> <li>Ineffective club / association committees</li> <li>Ineffective management of multiple coaches operating from a single facility</li> <li>Lack of knowledge and skills required by coaches to effectively teach large groups of players (e.g. at schools, clinics, etc)</li> </ul>	<ul style="list-style-type: none"> <li>Implement a system to recognise coaches (e.g. “high performing” coaches at each level within the NCAS framework, and / or “the coaching chain” system of recognising any coach who has had a significant impact on the development of quality players.</li> <li>Continued dissemination of relevant coach development information / opportunities</li> <li>Better educate coaches and clubs about the TA player / talent development pathway and the new TA Coach Education pathway.</li> <li>Implement a TA Coach Mentor Program</li> <li>Club needs to be the interface with the community and the coaches the focal point at the club.</li> </ul>

TENNIS AUSTRALIA T12 AREA	IDENTIFIED DRIVING FORCES (Where we are now)	IDENTIFIED BLOCKING FORCES (Where we are now)	IDENTIFIED STRATEGIES Where we want to be (To address blocking forces & to maintain driving forces)
GRASS ROOTS & TENNIS IN SCHOOLS	<ul style="list-style-type: none"> <li>Hot Shots modified Tennis program</li> <li>“Drive” program in some schools</li> </ul>	<ul style="list-style-type: none"> <li>Fees for the Aviva Hot Shots program and other school based programs may be restrictive to school / student involvement</li> <li>Lack of coaches using modified programs/equipment and other innovative and fun coaching methods</li> <li>Cost of modified equipment</li> <li>Lack of penetration of tennis in schools</li> <li>The difficult nature of the sport for beginners</li> <li>Lack of coaches in regional areas (many clubs without coaches)</li> </ul>	<ul style="list-style-type: none"> <li>Train school teachers and coaches to OTC level at minimum to effectively implement the national Hot-Shots program in schools</li> <li>Tennis SA to promote and deliver a standardised junior /schools program (e.g. Hot-Shots Program).</li> <li>TA and Tennis SA to develop relationships with the department of education to increase the delivery of the national Hot-Shots Program in schools</li> <li>Club administrator training program</li> <li>A coordinated approach to club planning delivered via TA and / or Tennis SA to allow clubs to more effectively link with Tennis SA and TA and to improve the services they offer their members.</li> <li>Need to work on the school to club relationship</li> <li>Tennis SA needs to work with the CDC to implement an association plan that maybe sees the association playing a critical role with the clubs and having coaches service these clubs.</li> </ul>

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TENNIS AUSTRALIA T12 AREA	IDENTIFIED DRIVING FORCES (Where we are now)	IDENTIFIED BLOCKING FORCES (Where we are now)	IDENTIFIED STRATEGIES (Where we want to be)
INFRASTRUCTURE	<ul style="list-style-type: none"> <li>• Current availability / accessibility of quality court and club facilities</li> <li>• Proactive state government</li> <li>• Possible access to State Government facility related funding</li> </ul>	<ul style="list-style-type: none"> <li>• Lack of multi-surface court facilities (e.g. clay)</li> <li>• Local Councils inhibiting facility development (e.g. erection of lighting, new courts, etc)</li> <li>• Difficult nature of identifying, applying for and accessing State Government facility related funding</li> </ul>	<ul style="list-style-type: none"> <li>• Tennis SA to work closely with SA Department for Recreation and Sport regarding the planned re-development / development of possible Tennis facilities.</li> <li>• Tennis SA to be fully aware of all relevant State Government (and other) facility related grant opportunities and promote these to the associations / clubs.</li> <li>• Tennis SA to work with the Department for Recreation and Sport to provide clubs with examples of successful facility funding applications and case studies of how difficulties were effectively dealt with, etc</li> </ul>

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TENNIS AUSTRALIA T12 AREA	IDENTIFIED DRIVING FORCES (Where we are now)	IDENTIFIED BLOCKING FORCES (Where we are now)	IDENTIFIED STRATEGIES Where we want to be (To address blocking forces & to maintain driving forces)
ATHLETE DEVELOPMENT	<ul style="list-style-type: none"> <li>• Quality, quantity and commitment of coaches in SA</li> <li>• Contracts / agreements between professional coaches and clubs / associations</li> <li>• Strong club culture</li> <li>• Proactive qualified coaches</li> </ul>	<ul style="list-style-type: none"> <li>• Lack of coaches in regional areas</li> <li>• Lack of depth of quality coaches</li> <li>• Lack of communication / planned linkages between junior development, performance and high performance coaches and their programs</li> <li>• Costs associated with training and competing</li> <li>• Players dropping out of the sport in their teens, due to other commitments</li> </ul>	<ul style="list-style-type: none"> <li>• Better educate coaches about the TA player / talent development pathway and its requirements at each stage.</li> <li>• TA / Tennis SA to educate coaches, clubs and associations re T-12 and relevant strategies being implemented by TA.</li> <li>• Tennis SA and Tennis Australia to promote, encourage and support the delivery of nationally driven programs in SA.</li> </ul>
TOURNAMENTS & COMPETITION	<ul style="list-style-type: none"> <li>• An increase in the number of tournaments</li> <li>• Easy access to tournaments</li> <li>• Exposure to WTC</li> <li>• Some increased flexibility in tournament structures to better suit the needs of players at all stages of development (e.g. hot shots matches with modified equipment)</li> </ul>	<ul style="list-style-type: none"> <li>• Tournament / club / competition environments are not encouraging the development of "community" and social activity.</li> <li>• Insufficient deliver of flexible, fun, innovative, modified tournament structures to meet the needs of various player groups within the Tennis player development pathway</li> <li>• The high costs associated with playing in tournaments</li> <li>• The lack of a premier summer competition is SA –</li> <li>• A lack of access for players to represent their state</li> <li>• No Wilson, Linton, Reid Cup Competitions</li> </ul>	<ul style="list-style-type: none"> <li>• More cohesive and nationally developed flexible / modified tournament formats to meet the specific needs of players at each stage of the TA player development pathway (e.g. PGA Schweppes Junior Shootout Events, Hot-Shots competitions, fast tennis, different time slots, social events, family tournaments, etc)</li> <li>• Re-introduction of premier competitions to the tournament calendar</li> <li>• Re-introduction of State team competitions</li> </ul>

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### 3.2 – Action Plan

TABLE 2 – SEPTEMBER 2009 SA 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 by the Tennis Australia Marketing Department.	TAMD	2010
COACH DEVELOPMENT	Lack of transparency and cooperation between coaches, and between coaches and the Tennis SA / TA performance program	An effective transition for players progressing through the player / talent development pathway (i.e. moving from a junior development coach, to a performance coach, to a HP program coach, etc)	Conduct planning and information forum/s to outline to all coaches the design of the TA player / talent development pathway, the new TA coach education pathway and the equal importance of each stage in a player's development.	TACD	2010
			Implement a "high performing coach" recognition program in SA and nationally, to recognise the role coaches have played in players' development (i.e. if a player reaches state / national / national level, each coach who has played a role in their development is recognised and thanked by TA). This is recognising all coaches within the "coaching chain".	TACD	2010
			Facilitate regular (e.g. annual) SA LAG forums and use these to focus on core coach education needs.	ACT LAG and CDC	2010
			Implement a TA coach mentor program	CDC	2010
			Increase the number of TA coach education courses delivered regionally	TACDD	2010
COACH DEVELOPMENT	Lack of qualified coaches in regional areas	Increase the number and quality of coaches in regional areas	Increased opportunities to increase coaches technical knowledge Conduct regional coaching courses in SA regional areas	TACD	2010

TENNIS AUSTRALIA FUNCTIONAL AREA	Key Issue	Aim	Strategy	Resp	Time
COMMUNITY TENNIS	Ineffective club committees	Educate the volunteers within clubs/centres	Inform TA coach members of the on-line learning for volunteers.	TACD and TACTD	2010
			TA to implement a Club Quality Assurance Program which helps and encourages clubs to implement effective club management systems and procedures	Tennis SA and TACTD	ongoing
COMMUNITY TENNIS	Lack of social nature of Tennis in clubs	Develop clubs which play the role of community hubs	Improve club facilities - maintain communication with the Department for Recreation and Sport re the re-all funding and potential facility development initiatives and work with clubs to maximise facility related outcomes.	Tennis SA	2010
			Identify clubs to promote and deliver improved social and family activities / services at the club	Tennis SA	2010
			Clubs to identify possible partners (e.g. other sports) whom they can work with to deliver better services and facilities	Affiliated clubs with support of Tennis SA CTD	2010
COMMUNITY TENNIS	Different / various programs being delivered in schools	Greater penetration of tennis in schools and the delivery of a nationally standardised program	Inform TA coach members of the revised ATHS Tennis in School pilot	TACD	Dec 2009
			Accredit and promote "Tennis Hotshot Providers" who are trained to deliver the program.	Tennis SA	ongoing
			Train teachers to a minimum standard OTC to allow them to deliver aspects of the program in house.	Tennis SA/CDC	TBC
INFRASTRUCTURE	Need for a co-ordinated approach to facilities	Co-ordinated approach to facility development	Inform TA coach members of the Facility Development Framework Clubs promote the ways in which they have been successful in applying for Tennis Australia grants.	TACD TACTD	Dec 2010
			Maintain communication with the Department for Recreation and Sport re the re-all funding and potential facility development initiatives.	Tennis SA	ongoing
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.	TACTD	2010

TENNIS AUSTRALIA FUNCTIONAL AREA	Key Issue	Aim	Strategy	Resp	Time
ATHLETE DEVELOPMENT	Talent Development program	Further promote the TA talent development philosophy/program	Further inform TA coach members of the TA position on Talent Development	TACD and TAAD	2010
COMMUNICATION	Unclear of TA goals	Promote TA's T12 strategy	Inform TA coach members of the TA T12 strategy	TACD	Dec 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 SA LAG forum held in Adelaide on 27 September 2009 raised a myriad of issues and strategies, all of which, if implemented, would improve Tennis coaching in SA. 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 SA LAG forum delegates, which can realistically be progressed between now and the next SA LAG forum. The action plan within this report will provide invaluable information to Tennis Australia and in the next SA 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 SA LAG Forums will be held annually.*

Tennis SA 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 SA 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 SA and throughout Australia.



Mike McLaughlin  
McLaughlin Sports Consultancy