



**Tasmanian Local Coaching Advisory Group forum**

**Summary report – 18 October 2009**

**Compiled by Karen Clydesdale**

## Table of contents

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

## 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 Tas Local Coaching Advisory Group (LAG) Forum held in Launceston on 18 October 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). Due to a PD workshop being held after the LAG forum, the LAG representatives will have a tele-conference as a follow-up from the LAG forum.

## 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, but Karen Clydesdale facilitated the Tasmanian LAG forum.

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 Tasmania, to continue to improve the support services provided to the Tasmanian Tennis coaching community.

## **Section 3 – Summary of key findings**

Based on information provided by the delegates of the Tasmanian LAG forum held on 18 October 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 19 delegates who attended the inaugural Tasmanian LAG forum were divided into four small groups to have open and frank discussions within these groups to identify key issues affecting the Tennis Coaching industry in Tasmania. 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 four groups within the forum, a summary of the forces currently driving the performance of Tennis coaching in Tasmania, along with the blocking forces slowing the progress of world class Tennis coaching in Tasmania, are presented in Table 1, following.

**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	<p style="text-align: center;"><b>IDENTIFIED DRIVING FORCES</b></p> <p style="text-align: center;">→</p>	<p style="text-align: center;"><b>Issues &amp; challenges Where we are now</b></p> <p style="text-align: center;">←</p>	<p style="text-align: center;"><b>IDENTIFIED BLOCKING FORCES</b></p> <p style="text-align: center;">→</p> <p style="text-align: center;"><b>IDENTIFIED STRATEGIES</b></p> <p style="text-align: center;">←</p> <p style="text-align: center;"><b>Where we want to be</b></p> <p style="text-align: center;"><i>(To address blocking forces &amp; to maintain driving forces)</i></p>
<b>MARKETING</b>	<ul style="list-style-type: none"> <li>• Sponsorship</li> <li>• Social aspects of the sport</li> <li>• The sport</li> <li>• Professional players/inspirational role models</li> <li>• Free promotional open days</li> </ul>	<ul style="list-style-type: none"> <li>• Cost</li> <li>• Lack of marketing and promotion</li> <li>• Lack of access and profile of Australian players</li> <li>• Lack of team culture</li> <li>• Competition of other sports</li> <li>• Low socio economic families – access to tennis difficult</li> </ul>	<ul style="list-style-type: none"> <li>• Local area marketing (pooled resources)</li> <li>• Improved communication</li> <li>• Promoting tennis</li> <li>• Creating facebook page</li> <li>• Promote free tennis in parklands</li> <li>• Coaches to seek local sponsorship</li> <li>• Promote team culture</li> <li>• Tennis roadshow – bring the pros</li> <li>• Enc coaches to offer the coaching packages</li> <li>• Offer more cost effective solutions to increase access to some families</li> </ul>
<b>COACH DEVELOPMENT</b>	<ul style="list-style-type: none"> <li>• Coaches/Mentors/assistant coaches</li> <li>• Professional Development for coaches</li> <li>• Mentoring program</li> </ul>	<ul style="list-style-type: none"> <li>• PD too athlete development focussed</li> <li>• Lack of business and marketing educational opportunities for coaches</li> <li>• Retaining staff</li> <li>• Coach education courses</li> <li>• No consistent strategy in dealing with club and coach relationship</li> <li>• Lack of qualified coaches</li> <li>• Lack of communication and co-operation between local coaching businesses</li> </ul>	<ul style="list-style-type: none"> <li>• Mentoring program for assistant coaches</li> <li>• Education – having a four year set program (4 year plan)</li> <li>• Business and marketing PD opportunities for coaches</li> <li>• Continued development of code of conduct</li> <li>• Measures to attract more females to coaching</li> <li>• Strengthen the club &amp; coach relationship (working together)</li> </ul>

			<ul style="list-style-type: none"> <li>Coaches to offer coaching packages to consumer</li> <li>Coaches to offer cost effective lessons to low socio-economic regions</li> <li>PD for coaches (use of text, telephone, email, internet, creating face book page, You tube etc)</li> <li>PD on grass roots coaching</li> <li>Availability of coaching manuals</li> </ul>
<b>TENNIS AUSTRALIA T12 AREA</b>	<b>IDENTIFIED DRIVING FORCES</b> 	<b>Issues &amp; challenges Where we are now</b>  <b>IDENTIFIED BLOCKING FORCES</b> 	<b>IDENTIFIED STRATEGIES</b> <b>Where we want to be</b> <i>(To address blocking forces &amp; to maintain driving forces)</i>
<b>GRASS ROOTS &amp; TENNIS IN SCHOOLS</b>	<ul style="list-style-type: none"> <li>Parents</li> <li>Local competition (junior committees, pennant, tournaments)</li> <li>Club/Associations</li> <li>Schools</li> <li>Volunteer committees</li> </ul>	<ul style="list-style-type: none"> <li>Volunteer committees (old school attitudes)</li> <li>Contracts</li> <li>Lack of equipment and space</li> <li>Competition from other sports</li> <li>Family lifestyles/busy</li> <li>Access to schools</li> <li>Lack of Physical Education</li> <li>Low socio-economic communities</li> </ul>	<ul style="list-style-type: none"> <li>More social functions, BBQs</li> <li>Keeping players busy</li> <li>Strengthen the club &amp; coach relationship (working together)</li> <li>MLC Tennis Tennis Hot Shots delivered into schools</li> <li>MLC Tennis Hot shots in parklands for free</li> <li>Focus on older juniors continuing to play</li> <li>Pathways to play tennis</li> </ul>
<b>INFRASTRUCTURE</b>		<ul style="list-style-type: none"> <li>Lack of courts</li> <li>Accessbile facilities</li> </ul>	<ul style="list-style-type: none"> <li>Develop red courts and hitting walls in parklands – Free tennis</li> <li>Facility development</li> </ul>
<b>ATHLETE DEVELOPMENT</b>	<ul style="list-style-type: none"> <li>State coach</li> </ul>	<ul style="list-style-type: none"> <li>Bad parent syndrome</li> <li>Isolated –travel</li> </ul>	<ul style="list-style-type: none"> <li>Written contracts for athletes in NA and AIS to commit to promotional tennis roadshow</li> </ul>

		<ul style="list-style-type: none"> <li>• No state training facility</li> <li>• Lack of talented athletes</li> <li>• Ill informed parents</li> </ul>	
<b>TOURNAMENTS &amp; COMPETITION</b>	<ul style="list-style-type: none"> <li>• Australian Open</li> <li>• Moorilla International</li> <li>• Tournament participation</li> </ul>	<ul style="list-style-type: none"> <li>• Lack of appropriate competitions</li> <li>• No Men's ATP tournament</li> </ul>	<ul style="list-style-type: none"> <li>• Team environment competition</li> <li>• Club based competition</li> <li>• More organised, flexible, contemporary and appropriate competitions</li> <li>• Provide a Men's ATO tour event</li> <li>• Continue to provide Moorilla International</li> <li>• Community and state events (North vs South vs North West competition)</li> <li>• MLC Tennis Hot Shots during challengers</li> </ul>
<b>COMMUNICATION/IT</b>		<ul style="list-style-type: none"> <li>• Information to coaches</li> </ul>	<ul style="list-style-type: none"> <li>• Tennis roadshow – pros coming to the region</li> <li>• U tube ads and email, Text message and facebook</li> </ul>
<b>GENERIC</b>	<ul style="list-style-type: none"> <li>• Tennis Australia</li> <li>• Tennis Tasmania</li> <li>• TCA Tas</li> </ul>	<ul style="list-style-type: none"> <li>• Climate</li> <li>• Lack of human resources</li> <li>• TA being mindful of big brother mentality</li> <li>• Working week has changed</li> </ul>	<ul style="list-style-type: none"> <li>• More funding</li> <li>• More social functions</li> </ul>

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

**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**

FOUR MAIN ISSUES RAISED IN TASMANIA	<p style="text-align: center;"><b>IDENTIFIED DRIVING FORCES</b></p> <p style="text-align: center;">→</p>	<p style="text-align: center;"><b>Issues &amp; challenges Where we are now</b></p> <p style="text-align: center;">←</p>	<p style="text-align: center;"><b>IDENTIFIED BLOCKING FORCES</b></p> <p style="text-align: center;">→</p> <p style="text-align: center;"><b>IDENTIFIED STRATEGIES</b></p> <p style="text-align: center;">(To address blocking forces &amp; to maintain driving forces)</p>	<p style="text-align: center;"><b>Where we want to be</b></p>
<p>1 2 3 4</p>	<ul style="list-style-type: none"> <li>• Coaches</li> <li>• The game itself</li> <li>• Parents</li> <li>• Australian/State professional inspirational players</li> </ul>	<ul style="list-style-type: none"> <li>• Other sports</li> <li>• Cost</li> <li>• Lack of structured competition</li> <li>• Lack of social family opportunities</li> </ul>	<ul style="list-style-type: none"> <li>• National marketing/advertising strategy linked to local area marketing</li> <li>• Active participation strategy within lessons</li> <li>• Realisation that the club and coach are in this together</li> <li>• Club involved/organised competition</li> <li>• Co-operation coach with governing bodies (Tennis Tasmania, regional associations, coach to coach)</li> </ul>	

### 3.2 – Action Plan

**TABLE 2 – OCTOBER 2009 LAG POST FORUM ACTION PLAN**

<b>TENNIS AUSTRALIA FUNCTIONAL AREA</b>	<b>Key Issue</b>	<b>Aim</b>	<b>Strategy</b>	<b>Resp</b>	<b>Time</b>
<b>MARKETING</b>	<b>Lack of a nationally coordinated, year-round marketing approach</b>	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
<b>COACH DEVELOPMENT</b>	<b>Non-qualified coaches running businesses / coaching</b>	Promote the benefits and value of a qualified Tennis Australia coach.	Conduct a coach awareness campaign (for coaches to schools and clubs/centres)	TACD	Dec 2009
<b>COACH DEVELOPMENT</b>	<b>Lack of professional development opportunities</b>	Increased professional development opportunities	Provide professional development opportunities to meet the needs of coaches in Tasmania (business and marketing areas and focusing on active participation in lessons). Foster the opportunity for coaches to support and assist each other through PD opportunities/networking	TACD	2010
<b>COMMUNITY TENNIS</b>	<b>Ageing volunteer infrastructure</b>	Educate the volunteers within clubs/centres	Inform TA coach members of the on-line learning for volunteers	TACD and TACTD	Oct 2009
<b>COMMUNITY TENNIS</b>	<b>Lack of presence of tennis in schools</b>	Greater penetration of tennis in schools	Inform TA coach members of the revised MLC Tennis Hot Shots	TACD/TA CTD	2010
<b>COMMUNITY TENNIS</b>	<b>Need for a co-ordinated approach to facilities</b>	Co-ordinated approach to facility development	Inform TA coach members of the Facility Development Framework	TACD TACTD	2010
<b>COMMUNITY TENNIS</b>	<b>Modified tournament and competition structures</b>	Increase the number and depth of engagement of active players	TA and Tennis Tasmania work together on increasing the modified tournament/competition opportunities	TACTD	2010

**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 Tasmanian LAG forum held in Launceston on 18 October 2009 raised a myriad of issues and strategies, all of which, if implemented, would improve Tennis coaching in Tasmania. 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 Tasmanian LAG forum delegates, which can realistically be progressed between now and the next Tasmanian LAG forum. The action plan within this report will provide invaluable information to Tennis Australia and in the next Tasmanian LAG forum; delegates will be informed as to the progress made in relation to the plan.

Tennis Tasmania 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

Tennis Australia would like to thank the Tasmanian 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 Tasmania and throughout Australia.

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