

**BRENT TENNIS  
DEVELOPMENT PLAN  
2005 - 2010**



## **CHAPTER 1 INTRODUCTION**

### **1.1 The need for a development plan**

1.1.1 The Strategy for Sport and Physical Activity in Brent 2004-2009 identified 8 priority sports of which tennis was one. It was agreed that working with sports clubs, schools, National Governing Bodies of Sport(NGB), facility providers and other stakeholders that a co-ordinated development plan would be written to develop these sports accordingly.

### **1.2 Working with others**

1.2.1 Although the writing of this plan has been led by Brent Council's Sports Development Team, it has been compiled with input and consultation from a variety of partners, including Middlesex LTA, tennis clubs, schools, Brent Parks Service and coaches

1.2.2 Whilst the council is one of the main providers of tennis opportunities in the borough, it is anticipated that the plan is adopted by all tennis providers in Brent and that the recommendations within the plan are taken on board.

1.2.3 The plan will provide direction for the development of tennis and will enable resources to be effectively targeted and a more co-ordinated programme of tennis be delivered that meets all local objectives.

### **1.3 Producing the plan**

1.3.1 A group comprising of key stakeholders from the Council's Park Services, Education (PE Advisor, School Sports Co-ordinator Partnership Development Managers), Sports Service, Middlesex Lawn Tennis Association (LTA), Tennis Clubs in Brent, Leisure Connection and Tennis Development Manager for the London Active Partnership (LAP) have given direction to the production of this plan and have helped to direct the key objectives.

1.3.2 A considerable amount of consultation and research around tennis within Brent has been carried out in the last year and this has been used to inform the strategy process.

- Tennis Club Audit – a questionnaire was sent out to all the tennis clubs in the borough to establish the current levels of provision, competitive opportunities, educational opportunities and standard of facilities.
- Schools Audit – a questionnaire was sent out to all primary and secondary schools to establish what facilities for tennis each school had, what tennis activities were taking place during

curricular and extra curricular times, what club links there were and what coach education requirements they had.

1.3.2 Draft Tennis Development Plan Consultation – the draft Tennis Development Plan was distributed to the Steering group and other relevant partners, such as Sport England and the Lawn Tennis Association. The responses arising from this consultation process have informed the final version of the development plan. ( Appendix 1)

#### **1.4 Contents of the plan**

This development plan is divided into 5 chapters.

- Chapter 1 - Introduction  
The first chapter explains why the development plan has been written and the consultation processes that have been undertaken to inform the development plan.
- Chapter 2 - Tennis Management Structure and Administration  
This chapter reviews the key strategic and external influences affecting the development of tennis in Brent.
- Chapter 3 - Tennis in Brent – Current Situation  
This provides an overview of tennis provision in the borough including facilities, levels of playing opportunities available, competitive structure and coach education.
- Chapter 4 - Aims and Objectives  
This chapter sets key aims and objectives for the development of tennis in the borough and prioritises areas for action.
- Chapter 5 - Review and Monitoring  
This chapter details how the development plan will be reviewed and monitored. It will enable the comparison of achievements against actions and allow for recognising potential new opportunities.

## **CHAPTER 2            BACKGROUND**

2.1    The development of tennis opportunities in Brent cannot happen in isolation but needs to take account of various external influences such as policy priorities, funding regimes, planning influences and documents affecting sports provision.

### **2.2    The influence of Central Government**

2.2.1    In December 2002 the Department for Culture, Media and Sports published 'Game Plan' a strategy for delivering the Government's sport and physical activity objectives. Game Plan builds on the Government's Plan for Sport and makes recommendations in 4 main areas:

**Grassroots participation** - focus on areas of social disadvantage, particularly young people, women and older people, and barriers to participation.

**High performance sport** - identify priority sports and improving channelling of funding to these sports to increase success at the highest levels.

**Mega sporting event** - set a clear process for hosting these events, including a clear assessment of the benefits of doing so.

**Delivery** - improve the way funding is allocated to ensure maximum benefit goes to the end user and improve joint working between private, public and voluntary sector.

2.2.2    Game Plan also includes two overarching objectives for the government: to increase participation in sport and physical activity linked to improving health, and improving success in international competitions linked to the 'feel good factor' associated with winning.

### **2.3    Sport and the Government's wider priorities**

2.3.1    Sport has a role to play in relation to improving the quality of life of Brent's residents. In this context tennis can make a significant contribution to achieving a number of broad policy objectives on which both central and local government is focussing. These include social inclusion, regeneration programmes, community safety and crime reduction, lifelong learning, community cohesion, health improvement and environmental issues.

### **2.4    Brent Council's Corporate Strategy**

2.4.1    Brent Council's Corporate Strategy has five priorities for action:

- Promoting the quality of life and the green agenda
- Supporting children and young people
- Regeneration and priority neighbourhoods

- Tackling crime and community safety
- Achieving service excellence

2.4.2 Tennis clearly has a role to play within all these priorities and especially in relation to supporting children and young people and improving the quality of life..

## **2.5 Sports and Leisure Framework for Brent**

2.5.1 In February 2003 Brent Council published the Sports and Leisure Development Framework for Brent. This document was viewed as the basis for developing the Strategy for Sport and Physical Activity. It recognised that there were a range of partners providing opportunities for sports provision in the borough and the need for a coordinated approach to maximise overall provision. The 'framework' document sets out specific priorities for the Sports Service.

## **2.6 Strategy for Sport and Physical Activity in Brent 2004-2009**

2.6.1 The Strategy for Sport and Physical Activity in Brent was published in April 2004 and will provide direction for all providers of sport and physical activity including council departments, the health authority, the voluntary and private sector and other agencies and organisations. It identified six key themes that should form the strategic focus for all providers. The themes take account of the benefits that sport and physical activity can make to achieve wider social and economic objectives as well as improving the quality of life of Brent's residents.

## **2.7 Finance and Funding for Sport**

2.7.1 Despite the council committing increased revenue and capital funding for sport in the borough, the Council's Sports and Parks Service will need to establish an increasingly creative approach to financing sports provision. Measures will need to include maximising the opportunities which exist for grant aid, lottery funding and revenue support, considering alternative methods of provision and improved partnership working.

2.7.2 There are a number of funding programmes linked to regeneration for which funding has been made available to Brent. Sports related projects have already been identified as priorities and funded within these areas although there is more that could be achieved. Improvements in joint working between the public, commercial and voluntary sector is likely to increase the possibility of securing funding for the development of sport and physical activity within the borough as a means of addressing the wider priorities detailed above.

2.7.3 London's Community Investment Fund will be distributed by the London Regional Sports Board on a £2million per annum basis.

Projects for this limited funding will be assessed against criteria that help achieve the priorities set out within the London Plan for Sport and Physical Activity.

2.7.4 The Big Lottery Fund - is a lottery distributor which will fund programmes that will improve the quality of life and continue to focus on education, health and environment projects. Many of the programmes focus on those who are most disadvantaged.

2.7.5 The Awards for All Programme - is a joint lottery distributor programme that provides revenue and/or capital grants up to £5,000 to clubs and local groups for projects that increase access and participation, increase skill and creativity and thereby improve the quality of life.

## **2.8 Greater London Authority (GLA)**

2.8.1 The GLA has produced a cultural strategy for London: Cultural Capital. This covers all aspects of culture in London, including sport

2.8.2 Sport England has recently produced its London Plan for Sport and Physical Activity. This plan has been produced as a plan for sport in London and will be recognised as the GLA's London Plan for Sport.

## **2.9 Health**

2.9.1 The World Health Organisation recognises the benefits of physical activity and identifies physical activity as one of the 'best buys in public health'.

2.9.2 The Department of Health recognises that an active lifestyle is key to better health.

## **2.10 Education**

2.10.1 Central Government is committed to sport and physical activity. This is evident through the Department for Education and Skills (DfES's) and DCMS Public Service Agreement which states that 'All children (5-16years) will be entitled to two hours quality PE and school sport each week within and beyond the curriculum'

2.10.2 In October 2002 Central Government launched the PE, School Sport and Club Links(PESSCL) Strategy to ensure that 'all children, whatever their circumstances or abilities should be able to participate in and enjoy physical education through sport' The PESSCL strategy is being driven through the following programmes in Brent:

- School Sports Co-ordinator Partnerships
- Gifted and Talented Programmes
- Step into Sport
- Professional Development

- School/Club links

## 2.11 Sport England

2.11.1 England's overall umbrella public agency for all sport is Sport England. Sport England has recently undergone a period of reform. Sport England's new framework for community sport in England sets out how it will play the lead for strategic development of sport. Within this strategy Sport England have three objectives based around the vision of getting people to play sport, stay in sport and to succeed at every level.

**Opportunities to play sport** - increase participation in order to improve the health of the nation, with a focus on priority groups.

**Opportunities to stay in sport** - retain people in sport and active recreation through an effective network of clubs, sports facilities, coaches, volunteers and competitive opportunities.

**Opportunities to achieve success in sport** - making sporting success happen at the highest level

2.11.2 The London Regional Sports Board has led on the recent production of a regional plan for Sport in London, the 'London Plan for Sport and Physical Activity'. This plan aims to connect sport with a wider policy agenda for London, showing how sport can make a major contribution to a range of socio-economic issues.

2.11.2 The London Regional Plan aims to increase overall participation rates by an average of 1% per year, increase representation by under represented groups and provide structures to enable individuals to reach their sporting potential. The plan proposes six core themes as policy proposals for increasing and widening participation in London.

These six core themes are:

- Maximise opportunities for sport and physical activity through effective and sustainable partnership
- Overcome barriers and enable excluded or hard to reach groups to participate in sport on a daily basis
- Provide opportunities and incentives for everyone in a workplace setting to take part in activity within their daily routine
- Maximise opportunities for children & young people to make physical activity part of their everyday life
- Develop potential within organisations and individuals to maximise personal and sporting success
- Change attitudes by raising awareness of the economic, educational, social and health benefits of sport and physical activity.

2.11.3 Sport England has recently announced that they will operate two funding streams, 'national' and 'community'. Community investment will provide support at a local level through Awards for All and via the London Sports Board who will distribute lottery funds for community sports projects in London.

2.11.4 The National Investment funding stream will invest in 30 key sports. 20 sports have been identified as priority sports and plans will be developed with the national governing bodies of those sports to develop a framework at all levels to increase participation and raise levels of achievement. Tennis is included in the list of England priority sports

## **2.12 Sports Development Continuum**

2.12.1 The Sports Development Continuum is now a well known model helping to outline the sporting stages of an individual. These stages are:

**Foundation** – early development of basic skills

**Participation** – playing sport mainly for 'fun'

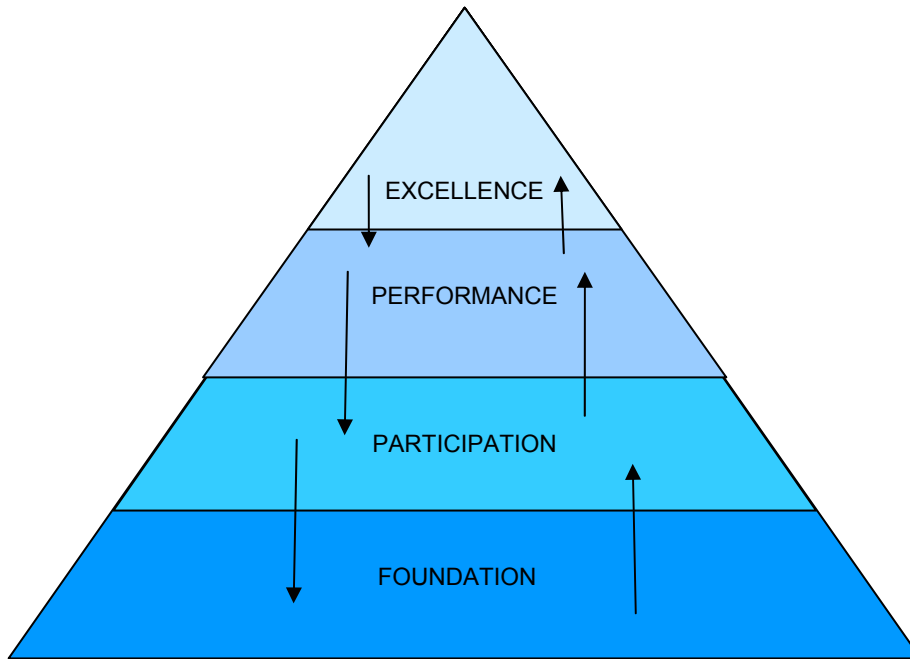
**Performance** – playing sport at a competitive club or county level

**Excellence** – playing and competing at the highest level

The sports development continuum is a dynamic process, with people moving in both directions at all ages of life. Consequently, it is important that sporting structures are in place to meet people's needs wherever they are within the continuum.



The Sports Development Continuum Model



### 2.13 National Governing Body Services

2.14.1 National Governing Bodies of sport provide a major role in getting people to start, stay and succeed in sport. Sport England remains committed to providing support and guidance to governing bodies to ensure the development of individual sports. It is important on a local level that developments accord with the plans and strategies of the governing body.

2.14.2 The Lawn Tennis Association (LTA), through their County Development Officers (CDOs), is concentrating on Club Development through their Club Vision Programme. This is the overall name for the LTA's plans for delivering better support and more resources to tennis clubs. There are two aims which are to:

- encourage more people to take up the game
- build a pipeline of more good players.

Underpinning these are four objectives:

- To identify the needs of clubs
- To streamline communication with clubs
- To prioritise investment
- To develop products and services for the club sector

2.14.3 The LTA's Strategic aims are the same nationally as well as within Middlesex and that is to gain more players better players. This will be implemented through developing better outreach programmes,

regenerating Club infrastructure (be it facilities or programmes) within the LTA's Club Vision Strategy, which is now into its 4th year. The LTA have put an emphasis on more floodlights and more indoor provision which will enable more all year round play to take place around the Country and especially in Middlesex. Although Middlesex are one of the leading counties with regards to number of indoor courts the public and Middlesex LTA cannot access them as the majority of them are commercially owned. Middlesex currently has 2 Indoor Tennis Initiative centres, one in Islington and one in Kensington and Chelsea (Westway ITI) both of which are near capacity throughout the year.

2.14.4 Tennis in London is divided between four counties. Brent is covered by Middlesex. Middlesex has a County Development Officer, assistant CDO and a County Performance Officer. Mini Tennis Co-ordinators have also recently been employed. There are also two regional development officers who have an impact on London.

The LTA has the following focus within Brent:

- To ensure that every young person is introduced to the game through outreach work in primary and secondary schools
- To establish Mini Tennis tournaments
- To provide INSET coach education for teachers
- To encourage participation by women and girls and other groups who are under represented
- To provide exit routes from schools to clubs
- To develop a City Tennis Club ( an opportunity to make tennis more accessible giving people in deprived communities the chance to play tennis)

2.14.5 The LTA Long Term Player Development Programme

2.14.6 The LTA Long Term Player Development Programme is a-stage model which gives the structure of coaching programmes from mini tennis to academies. It gives the detailed content for each age and stage so that coaches know what they should be coaching and when. The main stages are as follows:

- The FUNdamental stage – Mini Tennis for boys and girls aged 6-9 years
- The learning to Train stage – boys and girls aged 9 -12 years
- The Learning to Compete stage – boys and girls 12 – 18 years

## **2.15 Schools**

2.15.1 The National Curriculum for Physical Education (Key Stages 1 and 2) requires the teaching of striking, catching and throwing skills as essential elements for introducing mini-striking games. Tennis, or more usually the adapted form of the game, Mini Tennis, is ideally placed to meet these requirements.

Tennis courses in primary schools are delivered primarily by the Middlesex LTA as well as the TOP Sport Programme.

2.15.2 The National Curriculum for Key Stage 3 (11-14years) identifies striking/fielding games plus understanding and observing rules and tactics as a means of developing techniques. This offers opportunities to re-develop tennis in secondary schools.

## **2.16 Clubs and Teams**

2.16.1 The role of the clubs is crucial to the 'health' of tennis in a County and local authority arena. Those with junior sections provide almost the only pathway to further development for juniors who want to play outside schools. The better clubs provide the stepping stone from participation to performance play.

## **2.17 Local Authority**

2.17.1 The Strategy for Sport and Physical Activity in Brent sets priorities and actions which will help to achieve the aims and objectives of this development plan. Whilst the council wishes to see people able to participate at all levels of the sports development continuum, including excellence, the council will prioritise its resources to the foundation, participation and performance levels. In this way it will be possible, with the limited resources available, to increase general levels of fitness, improve health, provide opportunities for competitive participation and skill development, address barriers to participation, help achieve corporate objectives and promote the social, economic and environmental benefits of sport.

2.17.2 In order to increase sport and physical activity within Brent we need to target those groups whose participation rates are below the national average and recognise the local demographics of the borough and current levels of use of sports facilities. Women, disabled people, and people from black and minority ethnic groups are underrepresented as 'sports users'. The borough has a larger than average 'young population' and participation in physical activity needs to be embedded at a young age in order to ensure that they will continue to be 'active' throughout their life. Older people should be encouraged to take part in physical activity in order to reap the health benefits that an active lifestyle can bring.

**CHAPTER 3 TENNIS IN BRENT – CURRENT SITUATION**

**3.1 Tennis facilities**

**3.1.1 Public facilities in Brent**

FACILITY	WARD	TENNIS COURTS	CONDITION
Alperton Sports Ground	Alperton	4	Poor condition
Chelmsford Square	Brondesbury	4	2 unplayable 2 playable
Gladstone Park	Dollis Hill	10	All in good condition
King Edward VII Park	Preston	2	Poor condition
Preston Park	Preston	6	Tennis courts in good condition Need to improve fences & replace nets
Woodcock Park	Kenton	6	
Vale Farm Sports Ground		4 2 grass 2 hard	Grass courts in good condition Hard courts in good condition Used by Parkside LTC
Tiverton Green	Brondesbury	4 hard	Unplayable
Eton Grove	Kingsbury	4 hard	Poor condition
Queens Park	Brondesbury	6 hard	Good condition, managed by Corporation of London

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3.1.2 Club Facilities in Brent

CLUB	ADDRESS	COURTS	CONDITION
COLES GREEN LTC	Coles Green Road Cricklewood London NW2 7HW	3 3 x hard 1 floodlit	Good condition
ELMWOOD LTC	Holland Road London NW10 5AJ	6 3 x hard 3 x clay	Good
PARKSIDE LTC	Watford Road (Vale Farm LC) Sudbury Wembley HA0 3HG	4 2 x grass 2 x hard	Currently hire courts on an almost exclusive basis
SOUTH HAMPSTEAD LTC	1 Milverton Road Brondesbury Park London NW6 7AR	5 5 x textile	Good
WEMBLEY & SUDBURY LTC	Sylvester Road Wembley HA0 3AB	5 5 x hard 2 floodlit	Excellent condition
WEMBLEY LTC	Sudbury Avenue (opposite Rustic Place) North Wembley HA0 3BG	6 3 x hard 3 grass	Good / Fair

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### 3.1.3 Secondary School facilities in Brent

SCHOOL	TENNIS COURTS
Claremont	3 hardcourts
Preston Manor	4 hardcourts
John Kelly Girls	1 hardcourt
CCA Capital Academy City	4 pro green
JFS Jewish School Free	8 hardcourts

3.1.4 A key objective that is arising out of this plan is the need to provide better standard facilities in order to strengthen local clubs and tennis development opportunities. Further research into the condition of each tennis court is required to complete the audit. There are many courts within the borough but these vary in condition greatly. For example the courts at Gladstone Park are in very good condition and have nets and fencing around the courts, but the courts at Tiverton Green are in an unplayable condition and have no nets and the fencing is poor.

3.1.5 There is a great need to upgrade the public tennis courts and pavilions in Brent's parks. Parks Service has identified capital funding to help improve the facilities at sites identified as priorities by the tennis steering group. There are also plans to upgrade the changing facilities within some of the parks, which could be made available to tennis users. There will also be a need to have a programme of repair and maintenance and sweeping and litter cleaning on the courts. The aim is to improve the public facilities that are accessible to the community and to increase participation opportunities. Upgrading the facilities will also provide opportunities for developing the sport at junior level as well as for other target groups.

## 3.2 **Foundation and Participation**

### 3.2.1 **Brent Council**

3.2.2 Brent council's main involvement in tennis currently is the provision of some Mini Tennis Programmes at the leisure centres as well as the preparation of the borough team for the London Youth Games.

3.2.3 The borough is fully committed to the Active Sports programme. This is a Sport England initiative comprising a 5 year development programme which involves the LTA and local clubs in facilitating young people who have an interest in tennis to enable them to gain easier access to club level tennis and to improve their game.

There are four stages:

- Local coaching schemes – to attract boys and girls of 10-14 years
- Club development – to set up quality junior clubs
- Assessment – regular assessment
- Development squads – those identified at Stage 3 will receive additional training and assessment at pre-county levels

The programme will assist in providing:

- More coaches and better quality coaching
- More and easier access to tennis for young people
- More opportunities for young people to join clubs and compete in junior sections.

Brent is engaged in the Active Sport programme and will deliver activities under this programme in schools and within park facilities during the school holidays.

### **Middlesex LTA**

3.2.4 The LTA currently assists schools and clubs in the delivery of tennis by offering coach education and funding coaches to work in schools and at clubs within Brent.

3.2.5 Wembley and Sudbury LTC are currently coaching in Elsley Primary School, Barham Primary School and Byron Court Primary School.

Elmwood LTC are currently delivering tennis coaching programmes to various primary and secondary schools.

### **Tennis Clubs**

- 3.2.6 There are a total of six tennis clubs in the borough. All the clubs were asked to complete a Club Audit (see Appendix 2) to provide information about current level of provision, a profile of the club's structure and a profile of the club's key personnel. There were only 3 responses to the questionnaire. All 3 clubs have opportunities for adults and juniors and play in the competitive league structure (local, county, regional and national). Clubs have indicated that they would like to develop club – school links and provide coaching in schools and junior development sessions. When clubs were asked to state any issues which may prevent them from developing further they responded the lack of resources, lack of volunteers, low membership and high maintenance costs.
- 3.2.7 Wembley and Sudbury LTC  
The club currently offers opportunities for juniors and adults. The current membership of the club at the time of the questionnaire indicated 30 adult men, 30 adult women, 80 boys and 30 girls. The club provides local, county, regional and national levels of competition. These include the Middlesex Summer League, Winter Floodlit League, National Club League and Junior National Club League. The club currently has 3 adult male teams and 2 adult female teams, 7 male junior teams and 2 female junior teams.
- 3.2.8 Coles Green LTC  
The club offers opportunities for juniors and adults and currently has 19 men, 13 women, 9 boys and 4 girls as members. The club provides local and county competitive opportunities with 2 men's teams and 1 ladies team playing in the Middlesex league.
- 3.2.9 Wembley LTC  
The club offers opportunities for juniors and adults and currently has 39 men, 7 women, 34 boys and 15 girls as members. The club offers competitive opportunities at local, county and national levels, with teams entering the County Junior league, Senior County League and National League, Winter County League and mixed veterans leagues.
- 3.2.10 Elmwood LTC  
The club is promoting itself as a family club and has opportunities for juniors and adults. It is developing all sections of the club to provide coaching and competitive opportunities.



3.2.11 South Hampstead

The club consider themselves to be a development club and have opportunities for juniors and adults to be coached, play and compete at all levels.

3.2.12 Parkside

The club use the park facilities on an almost exclusive basis.

**Schools**

3.2.13 All Primary, Secondary and Special Needs Schools in the borough were surveyed to assess the current level of tennis provision and what the sports development needs were. ( Appendix 3)

3.2.13 The response rate for the schools was 46%. 34 were Primary Schools, 7 were Secondary Schools and 1 was a Special Needs School.

3.2.14 The facilities and provision at secondary schools varied. JFS & CCA had very good facilities whilst Claremont had poor facilities. Most secondary schools provided 6-8 hours of tennis during curriculum time in the summer term. All said that they would like to have the opportunity to attend coach education courses and to develop links with clubs. The schools who responded also said they would be interested in a tennis league.

3.2.15 The facilities and provision at primary schools varied considerably. Some schools taught no tennis at all whilst one school provided 12 hours of tennis to each year group each year. All schools were interested in attending coach education courses to enable them to develop their coaching skills and also to be part of a school mini tennis league. Some schools had after school tennis activities and links with local tennis clubs.

Elsley Primary, Byron Court Primary and Barham Primary have links with Wembley and Sudbury LTC, Princess Frederica Primary is linked with Elmwood LTC and Malorees Junior School has a link with South Hampstead LTC.

**Leisure Centres**

3.2.16 Vale Farm leisure centre is managed by Leisure Connection The centre does not currently offer mini tennis activities. However they are planning to introduce Mini Tennis sessions/programmes from Easter and will be looking to link the coaching programme to the local club (Wembley and Sudbury LTC)

### **3.3 Performance and Excellence**

#### Clubs

- 3.3.1 Clubs in the borough currently take part in the following leagues/competitions:
- Middlesex Summer League
  - Middlesex Winter League
  - National Club League
  - Middlesex Junior League
  - Junior National Club League

#### Schools

- 3.3.2 One Secondary school in the borough (JFS) takes part in the Harrow Schools league and the DeGlanville Cup. CCA has students who play up to a National level.
- 3.3.3 One Primary school (St Joseph's Junior School, Wembley) organises a Mini Wimbledon event for the whole school to take part in. One school (Our Lady of Grace) enters a Primary school competition in Harrow.

#### Leisure Centres

- 3.3.4 Vale Farm will have links to the Tennis Development programme running at Harrow Leisure Centre.

### **3.4 Coach Education**

- 3.4.1 The LTA administer courses at three levels. The courses have been developed by the LTA to train enthusiastic and motivated coaches. The LTA's current structure of coaching qualifications is shown below.
- The Tennis Assistants Course (TA) is aimed at those interested in the development of tennis in clubs and schools, particularly in mini tennis. It is not a coaching qualification.
  - The Development Coach Award (DCA) is the level 1 Coaching Qualification. The DCA is designed for coaches who are interested in working with beginners and improvers, in clubs and schools. It includes NVQ Level 2 Coaching Tennis.
  - The Club Coach Award (CCA) is the level 2 Coaching Qualification. The CCA is structured to train a wider range of coaches. Coaches will choose either the Development or Performance strand. The course is divided into core and 'strand' days. N/SVQ level 3 is part of the course.
  - The Tennis Development Award (TDA) is a level 3 Coaching Qualification which is weighted towards development. The TDA is designed to train coaches to develop managerial and

leadership skills within clubs. The course also trains coaches to develop high quality coaching skills to work with all levels of club players.

- The Performance Coach Award (PCA) is a level 3 Coaching Qualification which is weighted towards performance. The PCA is designed to give coaches the relevant information and experience to train excellence and performance players.

#### 3.4.2 The LTA Teacher Training Programme

3.4.3 The LTA have developed a programme of training courses which are aimed specifically at teachers. There will be web-based resources linked to all the courses. All materials will be downloadable and will include a series of lessons plans and schemes of work.

3.4.4 KS 1/2 course - The focus is on teaching tennis activity in the primary school environment in curricular and out-of-school-hours time. The course and all materials are based on curriculum needs and Long Term Player Development Programme.

3.4.5 KS 3/4 course - This course covers how to teach large mixed ability groups at Key Stage 3 and 4. The focus is on a variety of themes from teaching beginners to working with more advanced players and school teams. It is based on the needs of National Curriculum and the principles of Long Term Player Development Programme.

3.4.6 The LTA Tennis Teachers Award - This course is to progress teachers in their tennis knowledge, for working with better players and in linked schools and clubs. Teachers should be organising and teaching / coaching tennis on a regular basis. All materials are based on curriculum needs, school – club link needs and Long Term Development Programme.

### **3.5 Resources available for Tennis Development**

3.5.1 The following resources are available:

- Voluntary Sector Community Grants Scheme – Voluntary organisations and clubs can apply for grants for projects which meet certain criteria
- Sports Development Team – the team has available both human and financial resources. It has 3 officers who can help clubs and schools to apply for external funding and tennis programmes will be included in the overall sports programme that is delivered by the team in line with the Strategy for Sport and Physical Activity
- Parks Service – responsible for the maintenance of the borough's parks including tennis courts. Investment in the Boroughs tennis courts has been limited such that there is a need for capital investment to bring the facilities' up to

standard'. Once improved Parks will need to ensure sufficient revenue funding is made available to provide a programme of repairs, maintenance and litter cleaning. The Parks Service has a Park Warden Service which provides some security for sports facilities which would otherwise be vulnerable to vandalism. It seems that the most appropriate park to upgrade the facilities and offer programmes of activities would be the parks which have a warden attached to it.

- Awards for All – Sports England funding is available to community organisations, schools and sports clubs. Applications can be made by individual groups with the assistance and support of the local authority. Grants of up to £5,000 are available for applicants which can be used for coaching fees, hire charges or equipment.
- Governing Bodies – the LTA provides funding for coaching in schools, mini tennis festivals, working with specific target groups, coach education and City Tennis Clubs.
- The Big Lottery Fund – funds will be distributed for programmes that will improve the quality of life and continue to focus on education, health and environmental projects. Many programmes focus on those who are most disadvantaged.
- Regeneration/ Crime Reduction linked funding programmes such as Positive Futures
- The London Marathon Charitable Trust
- National Initiatives such as the Cliff Richard Tennis Foundation which aims to make tennis accessible to everyone and provides opportunities for primary schools to gain access to coaching to encourage children to develop an interest in the game.

### **3.6 Tennis Development in Brent – Strengths, Weaknesses, Opportunities and Threats**

#### **3.6.1 Strengths**

- 85% of primary schools who responded to the questionnaire receive curriculum coaching, primarily taken by the teachers
- A good take up of the 'Coaching for Teachers' courses has been achieved, thereby increasing the number of individuals with teaching skills. Two School Sport Co-ordinator (SSCo) programmes operate in the borough, one in the north and the other in the south of the borough. Through the SSSCo programme secondary school PE specialists are released from timetable to assist cluster primary schools to raise the teaching

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standard of primary teachers to build their confidence in PE teaching

- Brent is committed to coach/volunteer development and training
- Brent has a full time PE advisory teacher
- The LTA will offer assistance in putting together a PESSCL bid for curriculum tennis coaching
- Assistance from LTA in funding for Mini Tennis Festivals
- Involvement in the Active Sports Programme
- Assistance from LTA in exploring the possibilities of a City Tennis Club in Brent
- Commitment and Support from tennis clubs, leisure providers, schools, Sports Service and Parks Service to implement this Tennis Development Plan
- Exit routes out of the participation level are in place from schools to clubs
- Tennis is identified as a priority sport within the Strategy for Sport and Physical Activity
- 6 clubs within the borough
- A tennis team is entered into the London Youth Games
- 39 tennis courts located at eight different sites
- Parks Service are committed to upgrading their tennis courts

### 3.6.2 Weaknesses

- There are few teachers with National Governing Body Qualifications in tennis in schools
- The time available in primary and secondary schools for tennis is minimal
- There is a lack of junior development work outside school hours
- Regular competitive opportunities for school tennis are not in place
- Clubs do not have strong links with schools or the local authority
- Many facilities within the borough parks are in poor condition
- There are no dedicated indoor facilities in the borough
- Venues for people with disabilities are minimal
- Tennis clubs are experiencing low membership numbers
- There is a lack of qualified coaches to deliver the coaching programmes and help develop tennis at schools and in the clubs

### 3.6.3 Opportunities

- The formation of a tennis development steering group who will be responsible for overseeing the delivery of the Development Plan and to promote and co-ordinate tennis development in Brent
- The upgrading of tennis facilities in parks

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- The encouragement of more informal and formal tennis in the parks
- Teachers have requested more tennis courses to be made available to them(INSET Training)
- Coach education programme to include LTA recognised qualifications
- Sports Coach UK offers courses such as Child Protection, Coaching people with disabilities and coaching for teachers. It also provides fact sheets and advice on coaching issues
- London Active Partnership involves the LTA and clubs in facilitating young people who have an interest in tennis to enable them to gain easier access to club level and to improve their game. Coaching programmes tend to focus on the more deprived areas of the borough.
- City Tennis Club within a Brent park
- Mini tennis coaching programme in schools and at leisure centres
- Mini tennis festivals could be developed
- Mini tennis leagues could be developed
- Schools tennis programmes could be developed
- Schools tournaments/leagues could be developed
- Tennis coaching programme during school holidays
- Clubs are keen to develop club/school links
- Multi agency support
- Support from LTA for many programmes
- The borough has the potential to develop an indoor tennis centre
- Promotion of Clubs and facilities will help to increase participation and increase club membership
- Good council website to promote facilities

### 3.6.4 Threats

- Resources
- Low number of qualified coaches
- Low number of active volunteers
- Poor quality tennis facilities
- No dedicated indoor facilities
- Lack of competitive opportunities
- Teaching staff have limited time to devote to tennis

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3.6.5 In response to the SWOT analysis, the 5 year action plan will address the issues facing tennis development in Brent by setting these objectives:

- Increase participation
- Improve facilities
- Develop clubs
- Increase the number of people with tennis qualifications
- Access resources

## **CHAPTER 4 STRATEGIC AIMS AND OBJECTIVES**

4.1 This chapter summarises the key issues highlighted in the previous chapters. It identifies key aims for all providers to address in order to increase opportunities for participation in tennis in the borough. Whilst it is intended that the development covers a 5 year period, it will be necessary to review it on an annual basis to ensure actions are being achieved and flexibility can be built in to address changing circumstances.

### **4.2 Tennis Development Steering Group**

4.2.1 The Tennis Steering Group has the following priorities for tennis in Brent:

- To increase the awareness of tennis opportunities in the borough
- To increase the number of people playing tennis in the borough
- To ensure that people from minority communities, women, young people and those with a range of disabilities will be represented in the sport
- To have a resurgence of tennis in the borough parks. To upgrade the facilities and make them available for all the community to access
- To use tennis to deliver the National Curriculum
- To encourage Schools and clubs to work closely together. Schools will feed young people into junior sections of clubs
- To increase the number of individuals who have tennis teaching skills or recognised coaching qualifications
- To develop opportunities for competition at all levels

### **4.3 Target Groups**

#### **4.3.1 Young People**

The plan sets out ways in which opportunities for playing tennis will be increased for young people in Brent. This includes proposals for extending the tennis played in schools during the curriculum time at foundation level. It also includes proposals for an increase in tennis coaching during after school hours and in the school holiday period. A progressive pathway will be established at the participation/performance levels where young people will have the opportunity to link with Clubs and represent the borough in the London Youth Games. Parks facilities will be available for young people to access free of charge, so the use of park facilities will be encouraged.

#### **4.3.2 Women and Girls**

After school clubs, holiday sessions and club programmes will be available for girls and women to ensure that they have the opportunity to participate.



4.3.2 Black and Ethnic Minority People

Black minority ethnic communities will be targeted and discussions will take place with various ethnic community organisations to determine their needs and to try to find solutions to overcome any barriers. The aim will be to link in with the clubs to encourage usage and to encourage junior development work. This will be at participation level.

4.3.3 Disabled People

Coaching sessions will be organised for people with disabilities and exit routes will be identified for those who wish to continue participation. Additional support will need to be given to clubs to provide these exit routes

4.3.4 Older People

Coaching sessions will be organised for older people and for those wishing to continue exit routes will be identified.

**4.4 Strategic Aims of the Tennis Development Plan**

The aims, objectives, partners, timescales, actions and performance indicators are set out in the action plan. The aims and objectives are detailed below.

4.3.1 Aim

- To establish strategic priorities for the development of tennis in Brent

Objectives

- To produce a 5 year Tennis Development Plan for the London Borough of Brent

4.3.2 Aim

- To develop the tennis facilities in the borough so that they are 'fit for purpose'

Objective

- To ensure that the council tennis courts are maintained and upgraded to enhance utilisation
- To explore potential for indoor provision
- To assist the clubs in their application for external funding to improve facilities
- To encourage schools to allow use of their courts in the summer evenings, weekends and holidays
- To ensure that the school tennis courts are maintained and upgraded to enhance utilisation

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### 4.3.3 Aim

- To develop a programme of tennis activities that increase participation opportunities in the borough

#### Objective

- To increase the number of schools offering tennis opportunities
- To develop club-school links
- To engage in the London Active Partnership tennis programme
- To develop coaching programme for juniors during school holiday periods
- To develop coaching programmes which target women and girls, BME groups, older people, and disabled people
- To explore possibilities of funding for a Community Tennis Coach
- To look at potential for development of a City Tennis Club in the borough

### 4.3.4 Aim

- To offer competitive opportunities for the community of Brent

#### Objective

- To organise competitions for schools
- Establish tennis teams for Inter borough events
- To enter secondary schools into inter district events
- Work with clubs to ensure that there are opportunities for young people, adults to take part in competitions/tournaments

### 4.3.5 Aim

- To ensure the sustainability of Clubs

#### Objective

- To assist clubs to promote themselves and recruit new members
- To assist the club to become affiliated members to the LTA
- To assist clubs in achieving ClubMark

### 4.3.6 Aim

- To increase the number of individuals who have teaching skills or recognised coaching qualifications in tennis

#### Objective

- Organise a programme of coaching courses for teachers, AOTT, coaches and young people
- Encourage all coaches to join BTCA & LTA Coach Licensing Scheme
- Set up and maintain coach database
- Provide placements for newly qualified coaches

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### 4.3.7 Aim

- Individuals from Brent to participate at high levels of performance

#### Objective

- Schools to enter County events
- Individuals to enter County Mini Tennis events
- Individuals to enter County Tennis tournaments
- Clubs to enter County events
- Individuals to take part in London Active Partnership excellence squads

### 4.3.8 Aim

- To market and promote the opportunities to participate in tennis in the borough

#### Objective

- To produce leaflets on tennis facilities and clubs in the borough
- To create a link from the council website to the tennis clubs and the LTA
- To work with the LTA and clubs to ensure maximum promotion of tennis opportunities

### 4.3.9 Aim

- To maximise funding opportunities for the development of tennis in the borough

#### Objective

- Identify possible funding opportunities to ensure implementation of the tennis development plan
- Support clubs when they are applying for funding and assist them in getting endorsement from the LTA

### 4.3.10 Aim

- To monitor the progress of the Tennis Development Plan

#### Objective

- To ensure that the actions identified are taken and achieve the objectives set
- To assess the effectiveness of the plan to enable review to take place and adjustments to be made where necessary

## **CHAPTER 5            REVIEW AND MONITORING**

- 5.1 This development plan has been produced in order that tennis is provided and developed in a planned and co-ordinated manner for the inclusive five year period 2005 – 2010. This plan has recognised the various agencies involved in delivering tennis opportunities in the borough and the benefit of partnership working. It has considered local factors and audited the current provision for tennis and participation within the borough.
- 5.2 The action plan identifies the key actions that will be addressed over a programmed five year period. Each action has been set against an agreed timescale and where appropriate key partners have been identified. Setting clear timescales will allow performance in achieving these actions to be measured.
- 5.3 The Tennis Steering Group Committee will regularly monitor the progress of the tennis development plan and review it on an annual basis. Each review will compare achievements against actions, taking account of changed circumstances and potential new opportunities. An annual review will allow for any slippage to be recognised and actions to be re-timetabled accordingly.
- 5.4 The steering group will also act as a source of information and expertise on internal and external sources of funding for tennis development in the borough. The individuals represented on the steering group will be able to report to the group and benefit from overall co-ordination and the exchange of ideas and information.
- 5.5 It is extremely difficult to predict with any accuracy what changes may occur over the next five years so an annual review will allow unpredicted changes to be accommodated. A comprehensive review of the plan will need to take place in year four (2009) to allow sufficient time for a subsequent plan to be produced.