

Appendix 1

Tennis Development Plan Executive Summary

Vision: To promote and provide both individually and in partnership tennis activity and the facilities that sustain it, to meet the needs of all communities in Haringey and in support of local, regional and national policy objectives.

1. ***Increase Participation:*** To support existing players and introduce new male, female and disability players and diverse communities to tennis.
2. ***Raising standards and improve club sustainability:*** To improve the quality of clubs, implement club links with public courts and assist clubs to promote for new members
3. ***Developing better players:*** To create a clear pathway for player progression and improve the standard of play across the borough
4. ***Workforce development:*** To increase the number of licensed coaches, tennis volunteers and tennis officials in the borough and retain the workforce within the borough
5. ***Facilities development:*** Develop a hierarchy of provision in line with the 'area-based offer' in 'The Haringey Sport and Physical Activity Strategy'.

Objectives and outcomes: To help to deliver the vision and aims, the following objectives have been identified for the tennis development programme, with performance indicators to be achieved by 2012 which also reflect the LTA and Tennis Foundation strategies, with an element to address local circumstances in Haringey:

Increase Participation: Increase participation in Council coaching and development programmes

- Usage – Increase overall participant numbers and throughput of Council run coaching programmes (12,000 throughput and 250 registrations)
- Membership – Increase levels of tennis club membership across the borough specifically focussing on: White Hart Lane TC, Pavilion Tennis, Highgate LTC and Coolhurst LTC (3,000)
- British Tennis Membership – Increase numbers of British Tennis members across the borough with particular focus on the east of the borough (100)

- Awareness – Run a number of Open Days, tournaments etc to raise the level of knowledge about tennis opportunities in the borough (minimum 3 per annum)
- Adult Social League – Introduce an adult social league structure to Haringey (minimum 30 participants)
- Disability - Introduce 20 disabled players to the game each year
- Schools – Run a minimum of 4 schools programmes per annum

Raising Standards:

- Clubmark - Increase the number of clubs with Clubmark status in the borough to four
- Self Employed Coaches - Ensure only Council licensed tennis coaches are providing coaching in Haringey parks
- Instruction - All coaching programmes comply with LTA qualification and instructor/pupil ratios
- Tennis Forum – A body made up of representatives from local clubs and schools to be duly constituted which will report to the Club, Coach and Volunteer Sub Group of the Haringey CSPAN and will take forward tennis interests in the borough.

Developing Better Players

- Coaching programmes comply with LTA guidance 'Winning Player Pathway'
- Under Represented Groups – Assist players from under represented groups to achieve standards required for Tennis Centre's of Excellence
- Competition - Run a minimum of 4 junior and 2 adult tournaments per annum. Run one interschool competition per annum (20 schools primary and 6 schools secondary)

Workforce Development:

- A data base of local tennis coaches and their qualifications be compiled and updated annually
- A coaching pathway in line with the LTA Coach Education Structure be developed
- Number of Level one coaches be increased by 10
- Number of Level two coaches be increased by 5
- Number of higher level coaches (Performance Coach, Club Coach etc) be increased by 5
- That each club have a minimum of one coach qualified as a 'Club Coach'

Facilities Development:

- Area Assembly facilities – Developing tennis facility clusters in each of the seven Area Assemblies in the borough, addressing in particular the quality of the courts and amenities such as toilets, social/shelter and storage areas. Where possible floodlighting to be installed

- Boroughwide facilities – Using White Hart Lane Community Sports Centre as the focus for tennis development programmes of a boroughwide nature
- Satellite Clubs – Supporting White Hart Lane TC (east) and to become a Satellite Club of a High Performance Centre to provide an exit route for the most talented players in the east of the borough. To support Highgate LTC to maintain its Satellite Club status to provide an exit route for the most talented players in the east of the borough.

1) **The local context:** The local context for tennis in Haringey is as follows:

- a) The borough is characterised by great diversity, both in the ethnic and cultural mix of its residents, but also in geographical contrasts between areas of relative affluence in the west and deprivation in the east.
- b) The sports participation rates of Haringey as a whole appear to have fallen in the period 2006 - 2008 to levels below the regional and national averages. The 2006 'Active People' survey highlighted differences between the rates of activity for men and women, white and non-white groups and able-bodied and disabled people, which are much wider than the figures for London and England as a whole, although detailed updated data on this is not yet available for 2008.
- c) In common with many other relatively deprived areas, voluntary sector sport is not well developed in Haringey, with low rates of volunteering, club membership and involvement in organised competitive sport.
- d) The relatively low involvement rates of involvement of the voluntary sector, highlight the importance of public sector provision (in particular facilities and programmes provided by the Council).
- e) Levels of satisfaction with sports provision in the borough have increased significantly and are now higher than the average rates for London.
- f) Sport England's market segmentation data highlights the disproportionately large numbers in Haringey of men and women aged 18-35 from lower income groups and men aged 26-45 from the same socio-economic groups. There is considerable potential for attracting these groups and their children to tennis development programmes in the borough.
- g) Overall rates and frequency of participation in sport by young people in Haringey is below the regional and national averages. Tennis features strongly in sports preferences, particularly for girls, although there is a significant drop in participation rates for tennis between extra-curricular levels and rates of membership of tennis clubs.

2) **The strategic context:** The implications for tennis development in Haringey are as follows:

- a) **The Haringey Community Strategy:** Tennis development will contribute to the priorities to create community cohesion, improve the life chances of young people and tackling health inequalities through increased physical activity.
- b) **The Haringey Sport and Physical Activity Strategy:** Tennis can play a key role in improving opportunities to participate in sport and physical activity. The 'Area-Based Offer' and the proposed development programmes associated with it, will provide a framework for tennis facilities that will improve access to local opportunities.
- 3) **Research:** The research for development of this plan identifies the many challenges and opportunities facing tennis development in Haringey, including:
- **Club development:** White Hart Lane TC will need to be supported significantly due to its role as the only club in the east of the borough and its location at White Hart Lane Community Sports Centre which is being developed as a multi sports hub for the borough. The club will also be instrumental in running outreach programmes at parks in the east of the borough. Close liaison with the other clubs in the borough will also be required to ensure coach and player standards are raised.
 - **Facility development:** Key to improving numbers of tennis participants in the borough is the upgrade of facilities. Successful tennis programmes that will be sustainable in the longer term require in order of importance:
 - a. Good playing conditions
 - b. Toilet facilities
 - c. Storage facilities
 - d. Social facilities
 - e. Floodlights
 - **Private Investment:** At a number of locations (Finsbury Park and Priory Park) in the borough there is interest from the private sector to invest in the tennis facilities at the park in return for a lease to manage the facility on behalf of the council. Subject to satisfactory conditions within the lease for the community programme these opportunities should be explored given the benefits they may bring to the local community and the boost they would deliver for participation at these locations.
- 4) **Tennis Audit:** The document provides a breakdown of the tennis picture in Haringey:
- **Numbers of facilities:**
 - 37 public courts at 10 locations
 - 60 club (private) courts at 11 clubs all located in the west of the borough
 - 27 secondary school courts at 5 schools

a. Condition of facilities:

- i.* Public: With the exception of White Hart Lane, Chestnuts Park and Finsbury Park all the public tennis courts are in a poor condition and/or are non regulation in size.
- ii.* Private: All the club courts are in a reasonable to good condition
- iii.* School: With the exception of Highgate Wood and Fortismere the school courts are in a poor condition with poor markings. It should be noted that Highgate Wood and Highgate LTC have excellent links and share facilities.

b. Toilet Facilities

- i.* Public: 5 facilities have easily accessible toilet facilities (within 100 metres)– usually located in the park café.
- ii.* Private: All private clubs have easily accessible toilets
- iii.* Schools: All schools have easily accessible toilets

c. Social/Storage Facilities

- i.* Public: Pavilion at Albert Road Recreation Ground has the most all round facility. White Hart Lane has storage and some shelter nearby. Parks with cafes such as Priory, Finsbury and Chestnuts have the social facilities however they are usually some distance from the courts and there is no capacity for storage.
- ii.* Private: All private clubs have storage facilities and social facilities
- iii.* Schools: All schools have storage facilities

d. Floodlights:

- i.* Public: White Hart Lane is the only public court with floodlights
- ii.* Private: 5 of the 11 clubs have floodlights
- iii.* School: Highgate Wood is the only school with floodlit courts (shared with Highgate LTC)

- 5) ***Inclusive and active:*** The document contains proposals to increase participation by disabled people in London by 1% per annum, in part by creating more inclusive mainstream sports clubs and also by improving physical access for disabled people to sports facilities.
- 6) ***The National Game Strategy:*** The document contains targets for growing and retaining participation, improving standards of play and developing facilities, which will guide the strategic direction of football development in Haringey.
- 7) ***LTA Blueprint for Tennis:*** The programme will be central to the delivery of tennis development in Haringey.
- 8) ***Current tennis provision in Haringey:*** A SWOT analysis reveals the following:

Strengths

- A good base for developing tennis further in Western Haringey with 93 tennis courts: 60 within private clubs, 8 at Pavilion Tennis, 8 on public courts and 17 within secondary schools
- Although there are no private members tennis clubs in Central or East Haringey, there are 27 public courts available: 18 within established programmes, 9 on public courts with no programme, 11 courts in schools, albeit 6 of these at Parkview Academy are not used for tennis.
- Highgate Cricket and LTC currently runs a performance programme and a school programme in 8 primary schools and 1 secondary school
- Pavilion Tennis Club runs a school programme with 6 primary schools
- White Hart Lane Tennis Club runs a full programme year round
- A 'Tennis for Free' programme operates every Saturday at Bruce Castle Park
- White Hart Lane Tennis Club runs a schools outreach programme in East Haringey with 8 primary schools and 1 secondary school
- 2 formal primary intra-school tournament (with an LTA approved format) per year held at White Hart Lane Tennis Club and 1 informal primary intra-school tournament held at Highgate Cricket and LTC
- White Hart Lane Tennis Club runs tennis courses for children with 'Aspergers' (a mild autism)
- In West Haringey 19 out of 31 primary schools (61%) have participated in a schools tennis coaching programme
- The Regional Competition Manager, 2 Partnership Development Managers and 12 School Sport Co-ordinators that work within Haringey are keen to increase participation in tennis and tennis competitions across the borough
- Commitment and support from tennis clubs, leisure providers, schools, recreation services and parks services to implement this tennis development plan
- Commitment and financial support from the Tennis Foundation, LTA and Middlesex LTA to implement this tennis development plan
- Recently resurfaced tennis facilities within many of the parks and schools including Finsbury Park, Fortismere Secondary School, White Hart Lane Tennis Club, Chestnuts Park and Downhills Park.

3.9.2 Weaknesses

- The public courts at 7 of the 10 public facilities are in a poor condition
- White Hart Lane is the only tennis club in Eastern Haringey which runs a full tennis coaching programme year round
- In Eastern Haringey 28 out of 35 primary schools (80%) have not participated in a schools tennis coaching programme
- There are schools in central Haringey, in the Hornsey and Greig City Academy Zone, who have received no tennis coaching
- Despite a large number of children playing tennis only 1 secondary school is a member of the British Schools Tennis Association (BSTA)
- Little use is made of the 28 tennis courts or 43 indoor mini-courts (sports hall badminton courts) available at secondary schools
- Many school programmes lack a talent identification element to their programme
- Tennis clubs have no substantial links with public courts

- All tennis clubs operate independently with little communication with each other
- Very few programmes in place for people with disabilities
- Lack of qualified coaches to deliver the coaching programmes and head coaches complain that it is difficult to retain good tennis coaches within their programme
- Coaching at public courts is underdeveloped and coaches at new tennis programmes complain of a lack of support, guidance and financial backing
- Very few school teachers have tennis playing experience or have acquired LTA coaching qualifications
- Lack of competitive opportunities for primary and secondary school tennis
- Good tennis courts at Finsbury Park, Chestnuts Park and Fortismere Secondary School) are under-utilised.
- Generally public facilities lack shelter, nearby toilets and storage to support a coaching programme
- The lack of a workable court booking system presents difficulties for coaches promoting tennis programmes.

Opportunities:

- **Blueprint for British Tennis:** This strategy developed in 2006 sets out the vision, direction and outline plans for the future of tennis in this country. The targets can be interpreted at local level
- **Tennis Foundation:** The Foundation has indicated that it will provide £500,000 of funding for facility development in Haringey. The Foundation is also keen to broker relationships between the council and private investors
- **Market segmentation data:** Sport England's market segmentation data identifies tennis as having a strong latent demand (after swimming, football and athletics). As well a number of market segments well represented in Haringey are more likely to participate in tennis than other sports.

Threats:

- **Poor public facilities:** While the number of courts is relatively plentiful many are in a poor state thus discouraging use. As well the more popular sites are unsupervised with no booking system creating a mini state of anarchy at popular times.
- **Falling sports participation rates:** The Active People Survey revealed falling rates of participation in sport and physical activity in the borough and thus increases in tennis participation will need to reverse local trends

9) **Summary:** The developments proposed in Haringey have been devised by adopting the priorities identified in the LTA's and TF's strategy to the context of the borough and in so doing they:

- a) Reflect the priorities and targets in the LTA's Blueprint for British Tennis

- b) Build upon the objectives set out in other local, regional and national strategic policy documentation.
- c) Take account of local circumstances in Haringey.
- d) Address local deficiencies identified through the SWOT analysis of local provision.
- e) Provide a framework within which investment decisions can be made.