

Local Player Development Centre

INVESTMENT

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FOREWORD

The last five years have seen significant success for British Tennis. We now have British men and women competing consistently in major events which has produced some inspiring and memorable moments. Although we can be proud of the performance of our senior players, we have precious few high potential juniors and young professionals. We need to push on from the current position and create more British champions of the future and moments of pride for the nation.

To achieve this we need more aspiring professionals in or around the top 100, many more juniors competing at each stage of the pathway and more world-class coaches and environments to support their development. This will mean some changes to the way the performance pathway is structured and delivered, and how we approach player development and performance investments.

This guide accompanies the new ten year Performance Strategy focused on creating a seamless pathway for champions that nurtures people, teams and leaders. It is a long-term plan that will knit together current and future programmes into a clear journey from Mini Red to major tournament success. It will seek to attract more athletically gifted children into tennis so that we can develop greater competition for places at each stage of the pathway.

Our vision is to make Britain one of the most respected nations in the world for player development. With this in mind we encourage all potential centres and operators to apply to partner with us, so together we can make this vision a reality.



A stylized, handwritten signature in black ink, consisting of a large, sweeping initial 'S' followed by a series of connected loops and a final horizontal stroke.

Simon Timson
Performance Director

1. INTRODUCTION

Our 2018 - 2028 Performance Strategy is designed to make Great Britain one of the most respected nations in the world for player development. To achieve this, our mission over the next 5 years is to create a pathway for champions that nurtures people, teams and leaders. This pathway will knit together current and future programmes into a clear journey from Mini Red to major tournament success. Figure 1 illustrates the key stages of progression and the pathway programmes that exist at each stage. For further information on our ten year Performance Strategy and each stage of the Player Pathway please visit www.lta.org.uk/playerpathway.

In order to achieve our vision and mission we need to attract, nurture and develop more of the most athletically gifted children into tennis. This will require outstanding talent attraction programmes, inspiring training environments and clear routes for progression that encourage children onto our pathway.

The first stage of the Player Pathway will be delivered by Local Player Development Centres (LPDCs). These centres will provide access to local, affordable, high quality coaching provision appropriate for the players age and stage and, importantly, develop wide networks across their local area so that more children have the opportunity to access and play tennis. It is intended that players will, at the appropriate time, progress to the next stage of the pathway: Regional Player Development Centres (RPDCs) and Regional Training. For more information on these programmes please visit the LTA website.

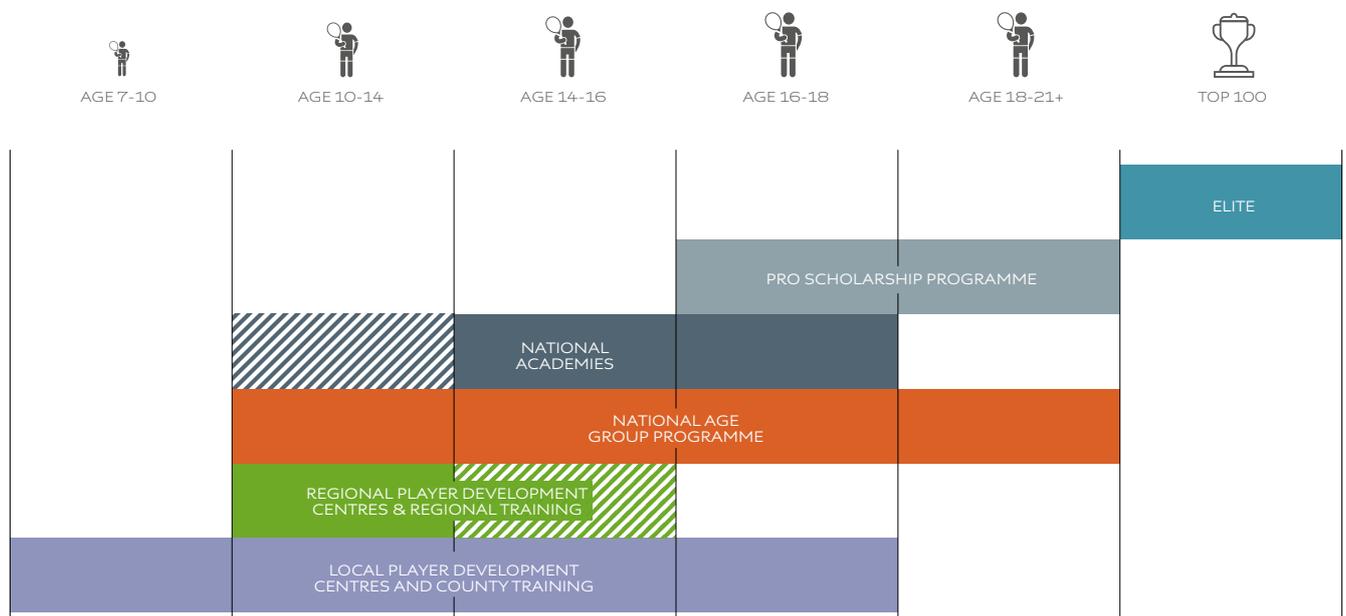
The LTA will delegate responsibility for player development (for children aged 7-10) to LPDCs based on a set of investment principles, in return for accountability to the investment conditions and operating standards laid out in this guide. These principles will enable each programme to meet our common objective: to create competition for places at the next stage of the pathway by nurturing players to meet the selection criteria. In essence, this means that the LTA will invest and govern; people, centres and operators will deliver.

Whilst our core role will be to invest and govern, we will provide wider support to those delivering the Player Pathway. We recognise that delivering transformative programmes at each stage of the pathway requires a specialist and highly engaged coaching workforce. The LTA will therefore offer specialist coach workshops designed to share best practice, ensure programme delivery reflects our aspirations and ultimately retains more children in the game. Additional LTA support will also be provided through the LTA National and Regional teams.

This guide outlines our strategic approach to making investments in LPDCs. It sets out how and why the LTA will invest and partner with centres and operators as well as providing a step by step guide on what applicants need to do to apply for investment as an LPDC.

We look forward to working with you as part of this investment process as we seek to invest in centres and operators who will deliver transformative programmes at the first stage of our pathway.

Figure 1: The LTA Player Pathway



2. INVESTMENT TIMELINE

The key dates in the application process to become a Local Player Development Centre are:

5pm on 18th April 2018
By the end of June 2018

Submission deadline
Communication of decisions



3. DESCRIPTION OF LOCAL PLAYER DEVELOPMENT CENTRES

This section provides a detailed description of Local Player Development Centres (LPDCs), operational guidelines and minimum expectations for service provision and facilities. Applicants should consider these elements before deciding to apply.

Where a centre/operator is making an application, it must be able to demonstrate how it will get the commitment of the centre/venue owner to comply with obligations set by the LTA (and subsequently secure that commitment if selected).

3.1 LOCAL PLAYER DEVELOPMENT CENTRES

The purpose of an LPDC will be to attract athletically gifted children, aged between 7 and 10, into the game through a systematic and inclusive talent attraction mechanism, nurturing their tennis development and producing an oversupply of players for Regional Player Development Centres and/or Regional Training. We estimate that in year one there will be circa 50 LPDCs across the country and we will invest in centres/operators for a five year term (subject to annual reviews).

Each LPDC will be expected to:

- Formalise meaningful and sustainable partnerships with as many local primary schools as possible in the area
- School partnerships should provide the opportunity for all children to have a positive first introduction into learning the sport, as well as the chance for the most athletically gifted to be identified appropriately
- Deliver as many age and stage-relevant sessions at each school as often as possible, to Year 1/2 (England/Wales) or Primary 2/3 (Scotland)
- Offer follow-on taster sessions at an LPDC on completion of the in-school sessions
- Progress as many children as possible from the in-school sessions to join an LPDC programme
- Provide the volume of court time suitable for those players converted onto the programme, as well as for those further along the pathway.

Headline information relating to LPDCs is outlined in Table 1.

TABLE 1: PROGRAMME INFORMATION FOR LOCAL PLAYER DEVELOPMENT CENTRES

Stage of pathway	National Performance Pathway
Objective	Develop an oversupply of players who: <ul style="list-style-type: none"> a) Meet the selection criteria for the next stage of the pathway (Regional Player Development Centres (RPDCs) and Regional Training) b) Transition players at the appropriate time to an RPDC
Operating model	LTA to invest in independent operators for a 5 year period (subject to annual reviews) to deliver a local, affordable and high quality day to day training and coaching programme. Operators will be awarded a fixed grant (between £5,000 and £10,000 per year) to: apply a player subsidy to the base cost for each player and, if the centre chooses, up to 20% of the grant on their talent attraction initiatives. The level of investment will be determined as part of the process outlined in Section 6.3
Number of LPDCs	In September 2018 there will be circa 50 LPDCs of which some may also be RPDCs. All centres/operators from across Great Britain are eligible to apply
Players	Players who have been selected for County Training or been nominated by the LPDC Head Coach as a player who has the potential to progress to County Training in the next 12 months and/or progress to the next stage of the pathway (i.e. RPDC and Regional Training from age 10) in the future will be eligible. These players will form the 'agreed player list' for each LPDC. The agreed player list will run from 1st September to 30th August each year. Players aged 7-10 must attend a minimum of 2 sessions per week at the LPDC to be eligible for a player subsidy
Number of players	No restriction but a player to coach ratio of 4:1 is expected
Age of players	Investment targeted only at players between the ages of 6-9 years on 31/12 of the programme year (a programme year being the period from 1 September to 31 August). This means that during the programme year, players eligible to receive a subsidy will range from 6-10 (hereafter referred to as 7-10 in this guide)
Leadership	Delivered through the operating structure of the centre/operator
Coaching and staff team	Head Coach must be Level 4 performance coach or higher and LTA Accredited+ Assistant coaches must be Level 1 or higher and LTA Accredited (if Level 1 or 2) or Accredited+ (if Level 3 or higher) All coaching staff should be committed to the LTA Performance Team Coach Development Programme
Essential facilities	Minimum access to two floodlit courts after 4pm to support Mini Tennis performance squads
Parents	The LPDC will have a parent education programme in place which will inform parents of the opportunities that will exist for their child across the LTA Player Pathway
Player fee	The fee charged to each player will be agreed between the centre/operator and the LTA in advance. This will take into account the core programme costs associated with squad coaching and courts. Once this is agreed at least 80% of the LTA grant will be applied as a player subsidy to reduce the base cost for each player (where up to 20% of the grant can be used for talent attraction initiatives). This will result in the agreed player fee. Any additional activity (e.g. individual lessons) must be paid for by the player or the centre/operator separately

3.2 OPERATING MODEL

LPDCs will run as independent centres/operators and continue to deliver their existing performance programme. They will also be responsible for developing a strong relationship with their County Association (or district in Scotland) in order to forge a link with County Training.

The LTA will invest in each LPDC for a minimum of 5 years (subject to annual reviews) to reduce the base cost for each player aged 7-10 on the agreed player list and to help run their talent attraction initiatives. All LTA funds must be targeted at these two elements alone and not be invested across other players or operational costs associated with the programme.

3.3 PLAYER SELECTION

The grant will subsidise the place of children on the centre's programme who have been selected to attend LTA subsidised County Training from 1 September 2018 (and thereafter on 1 September each year). The LPDC Head Coach will also be able to nominate players who they believe have the potential to be selected for County Training in the next 12 months and/or progress to the next stage of the pathway (i.e. RPDC and Regional Training from age 10) in the future. In this instance the Head Coach must outline how and why they believe the player will meet the published County or Regional Training selection criteria. The LPDC and the LTA will agree a list of players and the LTA will subsidise the cost of their training at the LPDC as part of the funding that the LPDC receives.

3.4 WEEKLY TRAINING PLAN

LPDCs will be inspiring and welcoming daily training environments for children aged 7-10. They will offer increasing volume and quality of training to players as they develop and improve. Players aged 7-10 are expected to attend the LPDC for squad training a minimum of 2 sessions per week to be eligible for the player subsidy. The Head Coach will be responsible for leading and establishing a culture of inclusive player development that is reflective of the age and stage of players attending, which nurtures them as players and people with a focus on long-term development.





4. SAFEGUARDING

The LTA strives to ensure that all children, young people and adults at risk are safeguarded from abuse and have an enjoyable tennis experience. Everyone who is involved in tennis has a shared responsibility to support this by promoting the welfare of all children, young people and adults at risk. A strong commitment to safeguarding is a key element of any application for an LPDC and it should be clearly outlined within any submission how safeguarding will be delivered and evaluated. Centres should aim to create an environment where the safety and wellbeing of players is part of the culture of how they operate. As a minimum, we would expect each centre to demonstrate its commitment to safeguarding as follows:

- All centres should commit to safeguarding standards which should include, as examples, a visible trained welfare officer who meets LTA requirements, appropriate level DBS checks for those working at the venue, safeguarding as an agenda item at coach meetings, and the use of only LTA Accredited (Level 1 and 2) or LTA Accredited+ (Level 3 and higher) coaching staff
- A clear commitment to safeguarding, both in the centre and on the venue website and information in inductions for players, parents and staff at the time they join
- Policies and procedures including in relation to safeguarding, diversity and inclusion, whistleblowing and a Code of Conduct for all staff and players. Avenues for reporting safeguarding concerns should be readily available
- Where trips are undertaken as part of a programme, these should adhere to the Safeguarding section of the LTA Trip Policy
- The use of inclusive and safe recruitment procedures when employing or engaging new staff or volunteers
- A commitment to auditing by the LTA Safeguarding Team and implementing any recommendations within a set timeframe.

5. INVESTMENT PRINCIPLES FOR THE LTA PLAYER PATHWAY

The following seven principles are the rules by which we will make investments to achieve our vision of making Great Britain one of the most respected nations in the world for player development. The application of the principles will enable us to create a pathway for future champions that supports and encourages excellence in people, teams and leaders. They are universally applicable and will shape and guide the decisions we will make in the investment process across the pathway, including our investment in LPDCs. They set out how we invest, why we invest, who we invest in, and what we invest in.

1. How we invest: Investment is a privilege and not a right

The LTA is responsible for strategically investing in the creation of a sustainable pathway for champions that nurtures the player and the people around them. We will only invest in those who share our strategic vision and who can demonstrate an ongoing commitment to delivering success at each stage of the pathway. The LTA has limited resources and therefore may not be in a position to invest in all applicants that meet the selection criteria.

Our partners in National Academies, Regional Player Development Centres and Local Player Development Centres will be responsible for delivering successful programmes at each stage of the pathway. We will delegate this responsibility in return for accountability to an agreed action plan that meets our terms of investment.

Responsibility and accountability lies with:

- **Players** for their own performance and for planning and executing a training and competition schedule that maximises their chances of success. In addition, elite professional and Pro Scholarship Players are responsible for successfully recruiting and leading their coaching and support teams
- **National Academies** for defining their holistic player development strategy, organising resources to efficiently deliver the strategy, and meeting their player development targets
- **Regional Player Development Centres** for creating high quality and affordable day-to-day training environments, and meeting their player development targets to create an annual oversupply of players who meet the National Age Group Programme and National Academy selection criteria

- **County Programmes** for delivering regular County Training for the best children from each club (aged 8-14) against a recommended model of delivery. They then meet their player development targets and produce an oversupply of players competing for Regional Training selection at every age group, from U10 to U14
- **Local Player Development Centres** for providing regular, high-quality training, and working with local primary schools to attract the right children into the programme.

2. Why we invest: Investment to make the pathway toward a top 32 pro career more affordable for high potential players

We recognise that aspiring to a successful career in professional tennis is expensive – from the first stage of the pathway – and we are committed to reducing the cost where possible for those with the greatest potential to progress through it.

Our funding will reduce financial barriers and will be invested in those who share this aspiration through co-investment and/or a focused budget plan that reduces the base cost for players, and in doing so makes performance tennis more affordable.

3. Who we invest in: Investing in high potential players and people who are dedicated to excellence

Success in professional tennis is highly competitive. Progressing from one stage of the pathway to the next requires high levels of dedication, commitment and excellence from players, practitioners and coaches.

Whenever possible, we will invest in those who can demonstrate these qualities at all stages of the pathway.

4. What we invest in: Investing in a progressive pathway of programmes to create competition for places at each stage

Successful player development requires many years of sustained training and competition. Players will have a greater chance of success if they can progress seamlessly through increasingly challenging environments, with appropriate support at each stage of the pathway. We will target investment to ensure this happens.

5. What we invest in: Investing in the continual development of excellent training environments

We are committed to supporting the creation of training environments where players can fulfil their potential.

We will only invest in training environments that are meticulously planned, progressively challenging, and facilitate the best sparring with the best.

6. What we invest in: Investing in holistic, interdisciplinary development of players and coaches

As players progress through each stage of the pathway, priorities for development evolve. In particular, players need to spend an increasing number of hours on court and access wider science and medicine support to meet their individual developmental needs.

We will invest in those who develop players (and their staff) using a targeted, interdisciplinary approach suitable for their stage of the pathway, where athlete wellbeing and safety is prioritised.

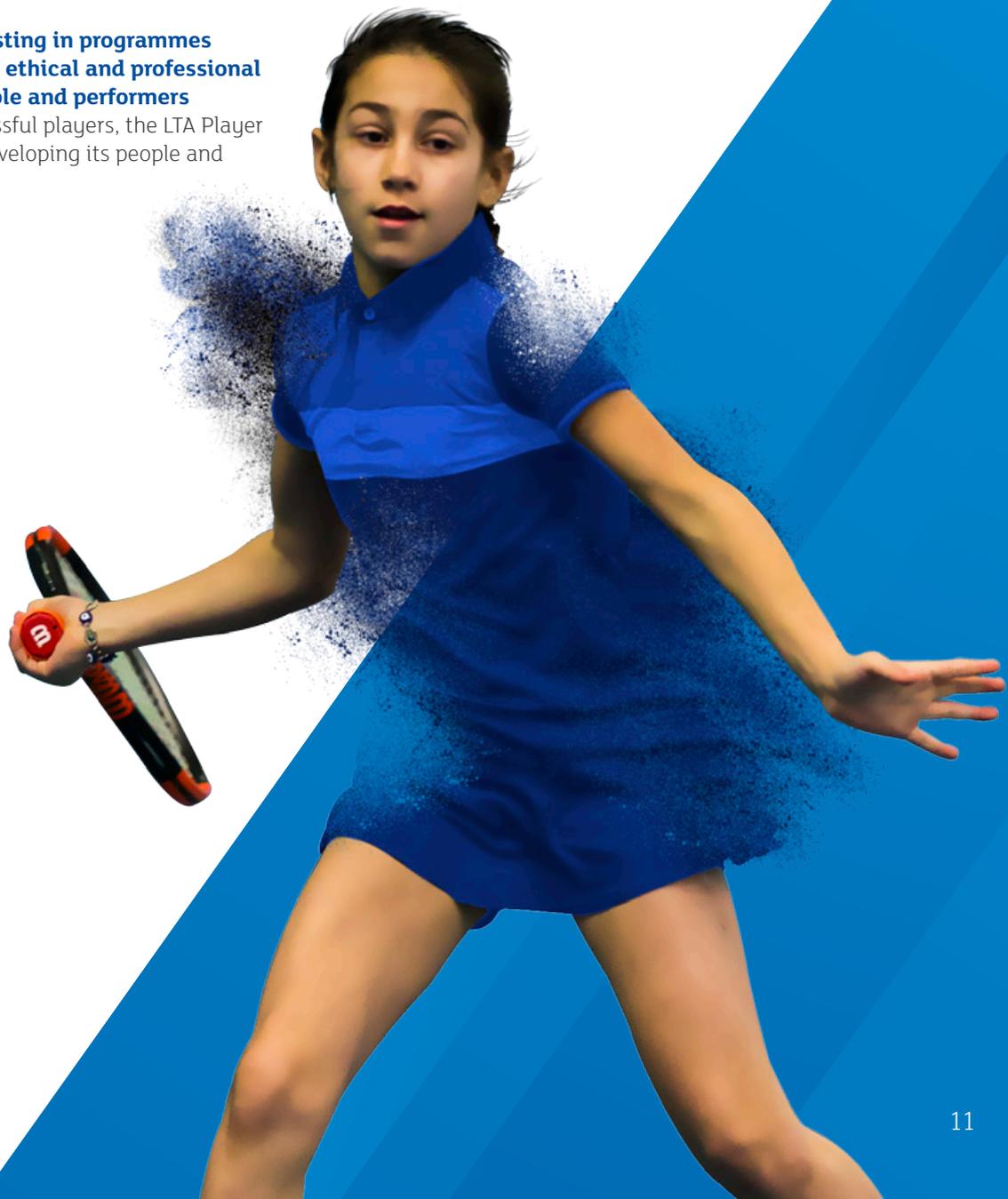
7. What we invest in: Investing in programmes that deliver to the highest ethical and professional standards to develop people and performers

As well as developing successful players, the LTA Player Pathway is committed to developing its people and

delivering in its duty of care to participants. We recognise that only a small number of players will ultimately reach the pro level of the pathway. Therefore, ensuring players have a well-balanced programme at each stage of the process, with education, personal, and psycho-social development embedded in its delivery, is a priority. This will help to ensure players successfully transition into a world outside pro tennis, such as university, if they do not progress to the next stage of the Player Pathway.

We also believe in developing excellent coaches and practitioners as well as informing parents, without whom optimal player development cannot take place.

We will invest in those who share these values and are committed to developing people and performers, and who make decisions in the best interests of their players and staff based on the LTA's values of Teamwork, Integrity, Passion and Excellence.



6. APPLYING OUR INVESTMENT PRINCIPLES

This section summarises how our investment principles will be put into practice for LPDCs and how they define:

- 6.1 The scope of our investment
- 6.2 How we determine whether to invest or not
- 6.3 How we set levels and length of investments
- 6.4 How we define the terms of a funding agreement

6.1 The scope of our investment

Our investment in LPDCs is designed to enable centres and operators to deliver progressive, supportive and challenging environments that attract and nurture aspiring players (aged 7-10) and increase their potential to reach the next stage of the pathway. To achieve this up to 20% of the total grant can go towards supporting talent attraction initiatives with the remainder subsidising the base cost for players on the agreed player list.

In addition to this investment process, there is a separate process running in parallel for National Academies and Regional Player Development Centres (RPDCs). For the avoidance of doubt, centres/ operators who have applied for either of these funding streams are also eligible to apply for LPDC status. This means that a centre/operator could host an LPDC, a RPDC and a National Academy. In these instances, we will ensure that the scope of our investment in each element of the programme is clearly defined.

6.2 How we determine whether to invest or not

With a limit on the resources available, we may not be in a position to support all applicants. Our investment principles will help us determine who and what we invest in, based on the overarching objective of the LPDC programme outlined in Section 3. Our investment principles have also helped us create a set of evaluation criteria for LPDCs which are outlined in Section 7 (The Investment Process). These will enable us to make decisions on whether or not to invest.

6.3 How we set levels and length of investments

When we have made a decision to invest, we will give each centre or operator a five year commitment (subject to annual reviews). This is to ensure consistency of delivery and to develop intelligence and insight from delivering the programme year-on-year. This is essential for evolving and improving delivery.

An annual review will be conducted by the LTA to ensure the centre/operator is meeting the required delivery and operating standards. Where the required standards are not being met, a formal funding review may take place as outlined on page 13 (Section 6.4) 'how we define the terms of a funding agreement'.

Each successful LPDC applicant will be awarded a fixed grant. At least 80% of this must be invested equally across the players on the LPDC agreed player list. Up to 20% of this may be invested in the talent attraction activities of the LPDC. There will be three levels of grant:

1. £10,000
2. £7,500
3. £5,000

To determine the total award available, successful applicants will be placed in rank order based on the number of players on their current player list, their track record player list (10-14) and the strength of their plan (as determined against the evaluation criteria by the selection panel outlined on page 16). This ranked list of successful applicants will be grouped into 3 categories which will then determine the level of financial award available.

6.4 How we define the terms of a funding agreement

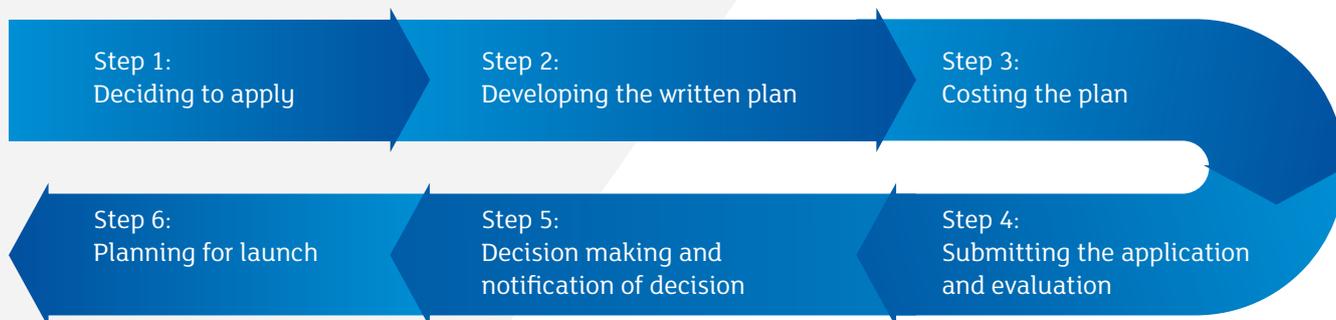
Every investment made into an LPDC will be subject to the centre/operator entering into the LTA's standard contract (which will be issued to successful applicants) and will be case managed by a member of the LTA Performance Team. Using the overall objectives of the LPDC programme (as outlined in Section 3) and the plan submitted as part of this application, a funding agreement will be established which will outline how the LPDC grant will be tracked and monitored through the annual review. This will:

- Hold the centre/operator to account by ensuring the grant is being distributed and prioritised as agreed
- Track player progression to ensure LTA investment is having the desired impact on player development
- Track the results of the talent attraction model within each LPDC
- Ensure other LTA talent attraction initiatives (e.g. Tennis for Kids) support the delivery of the LPDC programme.

Successfully delivering against all four of these elements is critical to the success of our strategy. As such, successful applicants will receive ongoing feedback through the case management process to ensure appropriate progress is being made against the key terms of our investment. Should centres or operators fall short, they will receive additional support to implement agreed improvement actions, which may be subsequently included as conditions to the funding agreement. The LTA will reserve the right to review any investment through a formal funding review should no improvements be made. A centre/operator will have ongoing and consistent feedback, with time to implement any relevant actions before any such process is undertaken.



7. THE INVESTMENT PROCESS



This section outlines the six steps in the investment process which set out what you need to do, the content that needs to be developed and the key tasks to complete if you wish to apply to be an LPDC. It also explains how applications will be evaluated, decisions made and, ultimately, how proposals will be put into action.

STEP 1: DECIDING TO APPLY FOR LPDC STATUS

Purpose:

- Each centre/operator to review their capability to deliver an LPDC programme based on the LTA's minimum expectations and the objectives of the programme

Tasks:

- Complete the application checklist which can be downloaded at www.lta.org.uk/investmentresources
- Review the checklist and then make a decision about whether to apply
- Plan the development of your submission to meet the application deadline.

STEP 2: DEVELOPING THE WRITTEN PLAN

Purpose:

- Develop a clear plan to deliver the programme

Tasks:

- Complete a written application including reference to the 5 elements listed on page 14-15
- Complete documents outlined in the application checklist (e.g. talent attraction player list, current player list and track record player list, LPDC budget template and written plan).

Writing the plan

Having made the decision to apply, Step 2 gives you the opportunity to tell us about your plans. Your plan needs to present the strategic thought and operational detail behind your application, which should give us the confidence that you can help deliver an oversupply of players for RPDCs and Regional Training. As a minimum, your plan should include the following 5 elements:

1. **Tennis programme and coaching:** Including how you will:
 - a. Create a fun and inspiring environment that kindles a lifelong love of tennis within the children playing at your centre
 - b. Engage the children's parents so they learn how tennis and pursuing the Player Pathway can enrich their children's lives
 - c. Implement a fun, progressive and technically excellent player development process for players aged 7-10 that enables children to work towards having a robust all-court game by age 12
 - d. Teach children transferable skills such as decision-making, concentration, perseverance, movement skills and hand-eye coordination that will help them to enjoy life and succeed in a wide range of environments
 - e. Ensure excellent coaching with reference to the Head Coach and the wider coaching team (including their professional development)
 - f. Work with the County (or district in Scotland) and encourage the relevant players to attend both County Training and relevant County open days
2. **Culture:** Including how you will create a culture that nurtures children as people, players, and performers. It should also include how the centre/operator will deliver its duty of care and ensure the highest safeguarding standards

- 3. Financial Plan:** Completion of the budget templates referred to in Step 3 to establish the base cost. If there are any additional comments or context to add to the financial costings, please include them within a brief one-page document in this section
- 4. Talent attraction and development:** Including:
- How many Year 1/2 (England/Wales) or Primary 2/3 (Scotland) children have been converted into your existing programme from school partnerships from September 2016 to September 2017 (including those from participation initiatives such as Tennis for Kids and the Schools Tennis Roadshow if applicable). To do this, a Talent Attraction template is available online at www.lta.org.uk/investmentresources
 - The current player list highlighting players aged 7-10 who at the time of submission are categorised as County players, Regional Players or Inter-Regional players. The template to do this can be downloaded at www.lta.org.uk/investmentresources
 - The number of primary schools within a 10 mile radius of the centre
 - How you will increase the number of 10U British Tennis Members (BTMs) and the number of Regularly Competing Juniors (RCJs) (20+ matches) within the programme
- 5. Track record of transitioning players to the next stage of the pathway:** Including a list of players in your existing programme (or who have been on your programme in the previous 12 months at the time of application) who are categorised as County, Regional, or National Age Group Programme players aged 10-14 (born 2004 to 2007). These players should be listed on the track record player list which can be downloaded at www.lta.org.uk/investmentresources.

There is no fixed template for this application and the content that each applicant chooses to include is at their discretion. However, there must be clear reference to the 5 elements described and these should be clearly laid out in the application. Failure to do so may result in the panel being unable to evaluate your application against the criteria set out in Step 4.

STEP 3: COSTING THE PLAN

Purpose:

- Produce a breakdown of the core costs associated with the programme

Tasks:

- Complete the LPDC budget template, available online here www.lta.org.uk/investmentresources

Local Player Development Centre investment model

Each LPDC will be awarded a fixed financial grant. The financial model that will underpin this is driven by calculating a 'per player' base cost which takes into account the core elements of each player's programme as outlined in Section 3 of this guide and again below. To help with this we have developed an LPDC budget template which is available at www.lta.org.uk/investmentresources, and which must be completed and submitted as part of any application.

To calculate the base cost you are required to input, per player, the average cost per hour, the number of hours per week (based on whether the player is 8U or 10U), and the number of weeks per year for the following two elements of the programme:

- Coaching – the model assumes a player to coach ratio of 4:1 for squad training and that players 10U are likely to play more hours than players 8U
- Courts – the model assumes a player to court ratio of 4:1

The LPDC budget template will then automatically calculate the projected base cost per player. This is the gross cost of the programme per player, before any LTA funding is applied. Any grant which is awarded to subsidise the base cost will then be deducted from this cost for each player on the agreed player list resulting in an agreed and fixed player fee. Please note the costs associated with establishing this base cost (such as coaching and court costs) will be assessed as part of the application evaluation process.

Further instructions and guidance on how to use the tool are included in the budget template.

STEP 4: SUBMITTING YOUR APPLICATION AND APPLICATION EVALUATION

Purpose:

- LTA to receive all LPDC submissions from across Great Britain
- LTA to evaluate all LPDC applications

Tasks:

- Submit application by 5pm on 18th April 2018 to performance.investment@lta.org.uk

Evaluation of applications

All applications will be reviewed by a selection panel (details of which are outlined in Step 5) against the following evaluation criteria:

1. The submission is complete and all documents are submitted to the expected level (with reference to the guidelines set out in steps 2 and 3 of the investment process)
2. There is an age and stage-specific plan for the tennis programme and coaching (with the coaching team meeting the expectations outlined in Section 2) that will enable players within the LPDC to progress to the next stage of the pathway
3. There is an appropriate culture described, with clear plans outlined to comply with the operator's duty of care to players, parents and staff, with best practice safeguarding standards in place
4. There is a well-costed, efficient and realistic financial plan (base cost) to deliver the programme
5. There is strong player base which reflects the existing talent attraction activity (or there is a clear plan in place to do so), there is a track record of transitioning players from talent attraction activity into the centre's programme (between September 2016 and August 2017) and there is scope for talent attraction activity to increase in future
6. There is a player list which illustrates a track record of transitioning players to the next stage of the pathway based on the track record player list referred to in point 5 of 'writing the plan' on page 15.

For applications from Scotland and Wales, endorsement from Tennis Scotland or Tennis Wales will be taken into account. In addition, applicants from Scotland need to demonstrate how they will work in collaboration with their local district rather than County Association.

STEP 5: DECISION MAKING AND NOTIFICATION OF DECISION

Purpose:

- To decide which centres/operators are successful
- To explain how decisions will be made and communicated

Shortlisting process

Using the evaluation criteria outlined in Step 4, each submission will be reviewed regionally by the LTA Talent Performance Manager (TPM), or their equivalent in Scotland and Wales, and may be reviewed by another LTA Talent Team member (either a TPM or Regional Performance Coordinator (RPC)) from another region. This process may also include consulting with the LTA Heads of Region. Then, in conjunction with the LTA Performance Network Manager, or their equivalent in Scotland and Wales, a shortlist of applicants for each region will be established.

Selection panel and process

The shortlists from each region will then be submitted to the selection panel for consideration. The selection panel will have four key panellists: the LTA Performance Director, LTA Head of National Performance Pathway, LTA Head of Pro Tour Pathway and Performance Network Manager (or their replacement as nominated by the Performance Director). The Performance Director will chair the panel and may invite additional expertise (internal or external to the LTA) to provide advice and guidance to support the process as he deems necessary.

The decision making process

To establish which programmes are awarded LPDC status, in line with the budget available, the selection panel will consider each applicant on the shortlist to decide which applications best meet the evaluation criteria stated in Step 4. The LTA may also take into account the geographical need for LPDCs in a particular County / region dependant on the player base.

Communication of decisions

The decision of the selection panel will be communicated to all applicants. It is intended that this will be by the end of June 2018. The decision made by the panel will be final.

STEP 6: PLANNING FOR LAUNCH

Purpose:

- Explain the funding agreement and how it will be agreed
- Explain the timeline and process between the communication of decision and the start of the programme

Tasks:

- Review, approve and then sign the funding agreement

Funding agreement

To formalise our investment, we will enter into a funding agreement with successful applicants. This will be a legally binding contract that sets out our respective obligations in delivering the programme. It will include:

- Agreed budget and spend plan
- Agreed talent attraction, development and progression (to the next stage of the pathway) targets
- Coach Accreditation, player welfare and safeguarding standards and requirements
- Clearly defined roles and accountabilities of LPDC staff
- Clearly defined role of LTA support staff, including how annual progress will be tracked and how underperformance will be measured and addressed.

A funding agreement will precede any investment. No payments will be made until we have a signed agreement from each successful applicant. All references to a five year commitment are subject to an annual break clause which may be exercised by the LTA should there be an adverse change in the LTA's financial position.

Timeline

The formal start date for the LPDC programme is 1st September 2018. All investments will become active at this point. Successful applicants will have the period between being notified of a decision and this start date to prepare to implement their submitted (and approved) LPDC plan. All other LTA funding grants will cease from this point.

8. SUPPORT FOR YOUR APPLICATION

We recognise that this application is a significant undertaking and the LTA is committed to providing applicants with support and guidance throughout the investment process. The people and resources to support you are detailed below.

Guidance

There are a number of supporting documents available on the LTA website available at www.lta.org.uk/investmentresources. These are:

- Local Player Development Centre Investment Guide (electronic version)
- Application checklist
- Appeals process
- LTA Trip Policy.

Templates

The templates that need to be completed as part of the application for investment are listed below and can be found online at www.lta.org.uk/investmentresources:

- Local Player Development Centre budget template
- Current player list
- Talent attraction list
- Track record player list.

Frequently asked questions (FAQs)

There is an FAQ section on the LTA website which will help to answer any questions. This is available at www.lta.org.uk/investmentfaqs.

People support

If your question is not answered by the FAQs, please direct queries to the following contacts:

Region	Contact	Email address
South East	Keith Pullin	keith.pullin@lta.org.uk
South West	Simon Pender	simon.pender@lta.org.uk
Midlands	Andy Barnes	andy.barnes@lta.org.uk
East	Sarah Hylton	sarah.hylton@lta.org.uk
North	Chris Peet	chris.peet@lta.org.uk
Wales	Tim Pyatt	tim.pyatt@lta.org.uk
Scotland	Jason Atkins	jason.atkins@tennisscotland.org

Thank you for taking the time to read this guide and good luck!



