

# RPDC INVESTMENT GUIDE 2023



# FOREWORD

A black and white portrait of Michael Bourne, a man with short hair, wearing a dark zip-up jacket. The jacket features a Union Jack on the left chest, a white winged logo on the right chest, and the LTA logo on the left sleeve. The background is a blurred outdoor setting.

**MICHAEL BOURNE**  
**PERFORMANCE DIRECTOR**

## 1.0 FOREWORD

The Regional Player Development Centre (RPDC) network is reaching the end of its fourth year of delivery since its inception in September 2018. The network has developed significantly during this time and the LTA continues to be fully committed to the RPDC network as a vital contributor to the LTA Performance Pathway. These RPDCs play an important strategic role within the National Performance stage of the pathway, to increase the number of internationally competitive 14U players with the potential to transition strongly to the International Junior stage.

With current RPDC contracts expiring at the end of August 2023, the first half of 2022 was the perfect time to review the effectiveness of the RPDC network thus far, summarise the challenges and opportunities, and make any necessary developments to ensure the maximum impact of the RPDC network beyond September 2023.

As part of this review process, we have undertaken significant insight work to understand the challenges faced by the RPDCs, coaches and parents and to ensure future investment decisions are made on facts. This insight work included an anonymous RPDC parent survey and an individual consultation with each of the 14 RPDCs.



## THE **KEY PRINCIPLES** WHICH REMAIN AT THE HEART OF RPDC DECISIONS INCLUDE:

- 1** ▶ **REDUCING THE COST AS A BARRIER TO OUR BEST PLAYERS ACCESSING THE PROGRAMME REQUIRED FOR THEIR AGE AND STAGE.**
- 2** ▶ **REDUCING TRAVEL TIME THROUGH REGIONALISED DELIVERY.**
- 3** ▶ **INVESTING IN COACHING, AS EVIDENCE SUPPORTS THIS HAS THE GREATEST IMPACT ON PLAYER DEVELOPMENT.**
- 4** ▶ **MAINTAIN A 'PERSON FIRST' APPROACH.**
- 5** ▶ **ENSURING MORE PLAYERS ARE MEETING THE SELECTION STANDARDS AT 14 YEARS OLD FOR THE INTERNATIONAL JUNIOR STAGE OF OUR PATHWAY.**

The insight work identified a number of areas that the LTA's future RPDC investment approach will look to address:

- Lack of player spaces available in the London & the South-East area.
- Increasing the number of players entering and exiting at the right standard.
- Dial up the importance of athletic and emotional/psychological resilience development at this age and stage.
- Acknowledging the bespoke, localised challenges each RPDC faces.
- The need for RPDCs to have some form of administrative support to run the programme effectively.

This investment guide provides detail on the developments to the RPDC network from September 2023, to ensure we are continually evolving and supporting our next generation of players with excellence. It will also outline the investment opportunities, conditions of investment, and application/renewal timeline and process.

## 2.0 ROLE OF THE LTA IN DELIVERING AN RPDC

The LTA will delegate responsibility for RPDC player development to people, centres, and operators, based on a set of investment principles. These will be accountable to the set of investment outputs, conditions and operating standards outlined in this document.

This guide summarises the purpose of the RPDC programme and the investment process for those wishing to operate an RPDC. It also provides operational guidelines and minimum expectations in terms of service provision, facilities, and infrastructure. Applicants should consider all these elements when deciding to apply.





## 3.0 EXPECTATIONS AND ACCOUNTABILITY OF AN RPDC PROGRAMME

### 3.1 PURPOSE

- To provide inspiring and transformational development environments for our next generation of pro players.
- Through the delivery of world class coaching and support, these centres will increase the number of nationally relevant players aged 10+, who can transition effectively to the International Junior Stage of the LTA Player Pathway by 14.

### 3.2 OUTPUTS

#### **Increase the number of RPDC players:**

- Meeting the standard for National Academy (NA) and/or Men's and Women's Programme (MWP) selection by 14.
- Meeting the standard for National Age Group Programme (NAGP) Scholarship selection between 11-14.
- Selected for International activity (11-14 years old).
- Selected for National camps (11-14 years old).
- Who are improving above the average national trajectory. \*

\*based upon the LTA Player Progression Tool, which will be utilised in the contract review meetings, annual end of year performance reviews, and mid-year check ins.

### 3.3 OPERATING MODEL

RPDCs will run as independent operators, providing performance programmes to the players selected through the RPDC selection process. Players may use the RPDC as their full-time training base or as an access hub to support a home-based programme.

Bespoke and focussed investment will support the RPDC to make the programme as affordable as possible for the selected RPDC players. Operators should endeavour to make the costs to players as low as possible. The exact fee charged to each player for each programme will be agreed between the LTA and the operator in advance of the September 2023 start date. This fee will take into account the core programme costs associated with tennis training (squad and individual), athletic development, courts, and coach attendance at selected domestic events.





## 4.0 LTA INVESTMENT CONDITIONS

- The new RPDC strategy will operate for a six-year period with individual RPDC contracts renewed (contract review meeting) every two years. Every two years (biannual) formal reviews allow the opportunity for investment changes based on the funding models outlined within this investment guide. For those RPDCs who remain on track, it is the LTA's intention that these programmes would receive at least the minimum level of funding for the six-year term of this RPDC strategy.
- Yearly setting of strategic priorities and areas for development in the formal end of year performance review (July), with a mid-year check in review (Dec/Jan) with each RPDC forms a critical part of the investment and review processes.

**THE LTA INVESTMENT IS NOT DESIGNED TO FULLY COVER THE COSTS OF OPERATING AS AN RPDC. THE FUNDING MODELS ARE ON THE PREMISE OF LTA INVESTMENT + PLAYER FEES + OPERATOR VALUE IN KIND (VIK) TO COVER THE ENTIRETY OF THE COST OF THE RPDC, AND THE RPDC BEING RUN NOT FOR PROFIT.**

The ability for an operator to achieve the RPDC outputs (as outlined in 3.2) will be a significant consideration in investment decision making. RPDCs successful in securing investment will be accountable for, and monitored closely, through the annual end of year performance review process against these outputs.

## 4.1 INVESTMENT PRINCIPLES

### OPERATING MODEL

LTA to invest in independent operators to deliver a regional, affordable, and high-quality day-to-day training and coaching programme for the targeted player group. Each successful applicant will be expected to create and deliver the RPDC environment within their existing tennis performance offer. Applicants should be clear that RPDCs will operate as 'a programme within a programme' and all investments in the RPDC, will be ring-fenced for the delivery of the RPDC programme alone.

### LEADERSHIP & COACHING -REFER TO THE MINIMUM OPERATING EXPECTATIONS (MOE) AND RPDC TEAM ROLES & RESPONSIBILITIES FOR FURTHER DETAIL

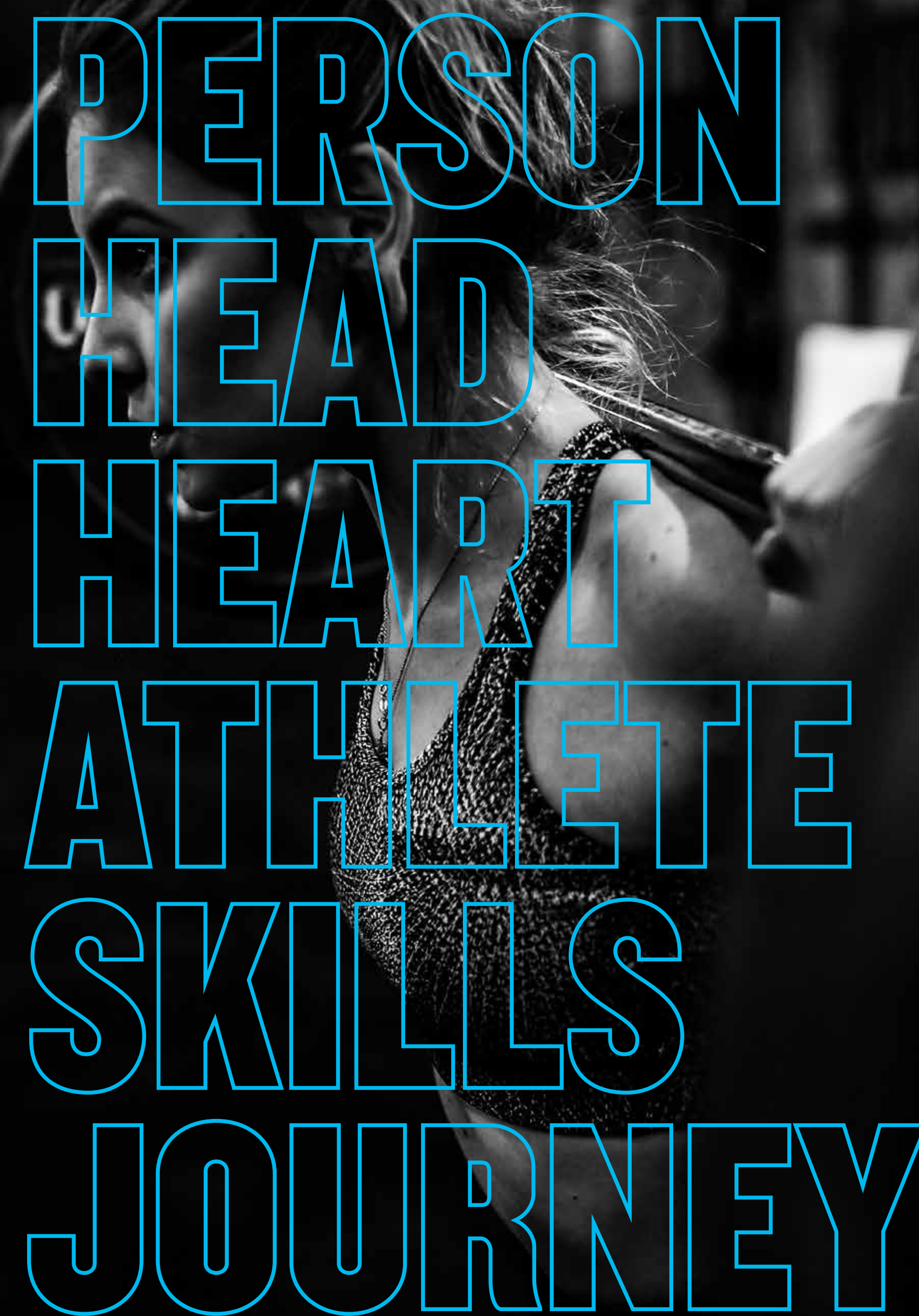
RPDC Investment is targeted towards the recruitment of a Head Coach and Assistant Coach(es) to subsidise the cost to the players/parents.

Consistent and impactful leadership and operational excellence are paramount to the effective delivery of an RPDC programme. Minimum Operating Expectations (MOE) have been clearly outlined within the MOE (4.2) and the roles & responsibilities section (10.0).

### PLAYER AND PERSON DEVELOPMENT PHILOSOPHY

The RPDC network is designed to help young athletes develop as people and players through world class coaching and support, and as such prepare them for the demands of the next stage of the Player Pathway. RPDCs should seek to create a contagious energy, driven by the desire for day-to-day excellence. Whilst the environment should be progressive and challenging, RPDCs should ensure best-practice duty of care and safeguarding, driven by a person first approach.

Each RPDC is responsible for defining their person and player development philosophy, the detail of which is at the discretion of the RPDC leadership team, however we expect incorporation of the six core performance coaching principles (PERSON, HEAD, HEART, ATHLETE, SKILLS, JOURNEY).



PERSON  
HEAD  
HEART  
ATHLETE  
SKILLS  
JOURNEY





## ELIGIBLE PLAYERS

Each RPDC will select players only from the LTA RPDC longlist published once per year (from 2023), typically April/May (hereafter referred to as the 'agreed player list'). The agreed player list will run from 1st September to 31st August each year. Players must be eligible to represent Great Britain. Players must hold, or be in the process of obtaining, a British passport and have not represented any other nation in a representative team event. Evidence may be asked for to prove eligibility. Those not meeting this stipulation, but who have lived in Great Britain continuously since 1 April 2022 will be considered on a case-by-case basis and must be approved by the LTA.

## AGE OF PLAYERS

Investment is targeted only at players in the 14U, 13U, 12U and 11U age groups. Exceptional younger players may be considered on a case-by-case basis in agreement with the LTA.

This does not preclude the operator running other programmes that may compliment the RPDC, but RPDC investment must be ring-fenced for the RPDC programme only.

## FACILITY ACCESS

LTA invest in operators capable of providing the following to RPDC players:

- 10-20 hours (appropriate to the individual, age, and stage) of quality tennis training a week per player, at the optimal times for a player based full-time at the RPDC. This should include access to evening court time.
- Access to suitable S & C equipment and provision, at optimal times to service the athletic development needs of the players.

## PLAYER FEE

This bespoke and focussed investment will support the RPDC to make the programme as affordable as possible for the selected RPDC players. Operators should endeavour to make the costs to players as low as possible. The exact fee charged to each player for each programme will be agreed with the LTA in advance with the operator. This will consider the core programme costs associated with tennis training (squad and individual), athletic development, courts, and coach attendance at selected domestic events.



## 4.2 MINIMUM OPERATING EXPECTATIONS

### PLAYER SELECTION

RPDC longlisted players are selected by each RPDC against their own clearly communicated, evidence-based criteria. Each RPDC must run an annual selection process that includes a face-to-face assessment and a parent meeting. All selection decisions must be recorded and communicated clearly to parents and coaches both verbally and in writing.

### PLAYER INVOLVEMENT

Players may use the RPDC as their full-time training base, or as an access hub to support a home-based programme. A full-time programme should include; an assigned RPDC coach (individual coach) who drives the development of an individualised development plan, weekly programme and tournament plan, regular reviews, individual lessons, and squad training. It should also include the planning and delivery of an athletic development programme appropriate to the age and stage of the player. In addition, they will provide coach support at selected competitions.

Access programmes, as a minimum, comprise of tennis squad training. Players must attend the

RPDC a minimum of two days per week to be counted as an RPDC player. This should include commitment from the RPDC and the player's individual coach to work closely together regarding an access player's goals.

All players offered an RPDC place must complete a player agreement, and this should include the RPDCs code of conduct, disciplinary process, safeguarding policy and who/where to raise any concerns. This should be a minimum of a one-year agreement (in line with the academic year).

### FACILITY OPERATORS

Facility operators must be fully committed to the RPDC purpose and outputs. They must display the desire and commitment to collaborate with the LTA to achieve the strategic and individual RPDC objectives. Facility operators must provide evidence to support an ability to sustain an optimal RPDC programme for the length of the strategy. RPDCs are expected to be a partnership between the LTA, coaching provider, and operators, including demonstrating value in kind (reduced court fees, operational support etc.) to support the delivery and objectives of the RPDC programme.

## 4.2 MINIMUM OPERATING EXPECTATIONS CONT..

### **LEADERSHIP & COACHING** - REFER TO THE RPDC TEAM ROLES & RESPONSIBILITIES FOR FURTHER DETAIL

#### **RPDC HEAD COACH:**

A full-time, highly credible coach who has significant experience and expertise at this age and stage. Understands the demands of the Tennis Europe and ITF competition stage, with an excellent knowledge of how to progressively develop these skills between 10-14 years of age. Drives the player and person development philosophy and standards as well as day-to-day training of all RPDC activity. Has an ability to inspire players and upskill coaches. Able to form excellent working relationships with parents, coaches, and the wider performance network. Holds a minimum of an LTA SPC qualification and Accredited +.

Each RPDC must have a full-time RPDC Head Coach focused on players aged 14U.

#### **RPDC ASSISTANT COACHES:**

Passionate and credible, who can work in a team under the leadership of the RPDC Head Coach. Able to create an outstanding training environment during on court sessions which

stretches and challenges players, and competent to drive the programme in the absence of the Head Coach. Adds value to players on the road and in competition. Has a genuine thirst for development of players, and themselves. Must be an LTA Senior Performance Coach (or working towards), or higher, and Accredited+. Ideally has a track record of high performance, either through coaching or lived experience (for example playing).

Minimum of one full-time Assistant Coach required if RPDC core model; minimum two full-time Assistant Coaches if RPDC enhanced model (13 full-time players); and minimum three full-time Assistant Coaches if RPDC enhanced model (17 full-time players) - please refer to the LTA investment section for more detail on player numbers.



## 4.2 MINIMUM OPERATING EXPECTATIONS CONT..

### LEADERSHIP & OPERATING STRUCTURE:

Each programme is responsible for creating (and evidencing) the management structure of the RPDC to ensure excellence of operational procedures, finance, programme delivery and communications. The management and admin provision should be appropriate to the size of the RPDC programme. Please refer to the RPDC Team Roles & Responsibilities section of the investment guide for further information on the essential criteria.

### STRENGTH & CONDITIONING (ATHLETIC DEVELOPMENT) COACH:

A passionate and credible lead S&C coach who can inspire young players. They must understand the physical demands of tennis and have / are developing expertise in training young players. Comfortable delivering sessions in the gym, on court and on the road. Ideally, they will have a track record of working with young athletes. Able to create strong working relationships to ensure full integration with the coaching team and contribution at weekly team meetings and player reviews. Fully engaged and committed to professional development. Minimum of MSc / UKSA accreditation.

Minimum of 0.6 full-time S&C coach to provide an average of 4-6 hours of on / off court athletic development time per week, per player (between individual and group sessions) and time to plan, review and amend training plans.

### PLAYER REVIEW

Individual Development Plan (IDP) reviews for each full-time player to be completed a minimum of twice a year (including the relevant LTA case manager where appropriate).

### EDUCATION

No mandatory requirements other than players engaged in an RPDC must be meeting the minimum government requirements for education below the age of 16.

### ESSENTIAL FACILITIES

Access to international standard indoor and outdoor hard or clay courts and a functional area for strength and conditioning.

### FACILITY ACCESS

Capacity to provide 10-20 hours (appropriate to the individual, age, and stage) of quality tennis training a week per player, at the optimal times, for a player based full time at the RPDC. The design and composition of the weekly tennis programme is established by each RPDC, however we would envisage, as a minimum, a combination of best vs best squad training, match play sessions, individual lessons, and group athletic development. Given the age of the target group, access to evening court time will be essential.

### TENNIS AND PLAYER PROGRAMMING

The design of each player's tennis programme is the responsibility of the RPDC based upon their player and person development philosophy and the needs of the player. Programmes should progress in volume and intensity to ensure that players graduate from the RPDC prepared to meet the demands of the International Junior Stage of the pathway.

### TENNIS ATHLETE DEVELOPMENT

The design and scheduling of the athletic development plan is the responsibility of the

RPDC based upon the needs of the programme. The programme should support the development of physically robust, great movers, who are psychologically and emotionally resilient as they graduate into the International Junior Stage. All programmes should respect the growth and maturation of players. For athletic development programmes to be successful they should integrate seamlessly with the tennis programme (e.g. on court sessions and regular player reviews). There is no mandatory requirement for physiotherapy, however priority access at short notice to a preferred physiotherapist, known to the programme, may be advantageous.

### RATIOS

The ratios of squad tennis and S&C sessions is determined by the RPDC to meet the objectives of the session. We envisage an average ratio of 3:1 (player to coach/court) for tennis, and 1:4 for S&C, across a training week, to meet the goals of the RPDC programme. All squad training sessions must adhere to the safeguarding requirements for coach to player ratios.

## 4.2 MINIMUM OPERATING EXPECTATIONS CONT.

### TRACKING AND MONITORING

RPDCs are responsible for developing processes to track and monitor player progression (Individual Development Plans), match count, and compliance of the players weekly and annual plan. The LTA will monitor player progression as part of the annual end of year performance review and mid-year check in review process.

### PARENTS

The RPDC will ensure parents are engaged and educated, to compliment and support the child's tennis development.

### EXIT STRATEGIES

RPDCs must have a clear exit strategy for players aged 14+. There are no mandatory requirements for an in-house 14+ programme, however relationships with suitable programmes for graduating players is a minimum expectation. This could include domestic and/or international options.

### COMPETITION PLANNING

All full-time players must have an annual competition plan based upon their needs and stage of development. RPDCs must evidence regular competition attendance for full time players. RPDCs should provide coach support for players at all domestic Grade 1, Grade 2, and Tennis Europe (TE) events, as well as agreed International TE tournament trips.

### TALENT ATTRACTION

RPDCs must have a clear plan for attracting and recruiting players into their programme. There are no mandatory requirements for an in-house 10U Performance Programme, however it may be advantageous to the player pipeline, recruitment, and development.

### COACH DEVELOPMENT/COMMUNITY

RPDCs must fully engage in all LTA continuous professional development specific to the RPDC network, which will typically include:

- Quarterly National Performance Pathway (NPP) update virtual meetings.
- RPDC Head Coaches: commitment to a coach development plan and a minimum of 10 days at LTA activity, e.g. camps, trips, workshops (as per contracts).
- Specific coach development workshops or CPD programmes for RPDC Head Coach and Assistant Coaches (section 10.0).
- Athletic development workshops.

### SAFEGUARDING

Each centre is required to be and maintain their status as an LTA registered venue and, in addition, to meet the LTA Safeguarding Standards for Performance Venues. Centres are required to fully engage and comply with the safeguarding audit process conducted by the LTA Safeguarding Team and implement any actions and recommendations within a set timeframe.



# 5.0 INVESTMENT PROCESSES

## 5.1 ELIGIBLE PROGRAMMES

The existing network of RPDCs are eligible to reapply. Applications are open for a potential additional RPDC programme in the London & South-East area. Should an existing RPDC decide not to reapply, or be unsuccessful, an application process may be opened to programmes who may be able to replace the ceased programme within a similar geographical area.

## 5.2 HISTORICAL INFORMATION

Significant consideration will be given to the standard of the current RPDC and the development journey of previous years of player cohorts against the outputs (section 3.2) of the RPDC when making decisions on September 2023 funding investment. This historical information will include the last four years and/or 'time as an RPDC in its current form' (e.g. current operator). Consideration will be given to the needs of the programme and to provide the LTA assurance/confidence in the RPDC's ability to achieve the objectives and longer-term purpose and outputs of the RPDC network.

## 5.3 RPDC FUNDING MODELLING AND REPORTING

Each successful RPDC will receive LTA funding in two instalments (October & March).

RPDCs will be required to:

- Attend a contract review every two years.
- Attend a formal annual end of year performance review (combined with the contract review every second year for RPDC core and RPDC enhanced programmes).
- Attend an annual mid-year check in review.
- Provide termly financial records of LTA funding.
- Provide a player list twice a year.
- Be subject to annual safeguarding audits.



# 6.0 LTA INVESTMENT

The LTA will invest in a network of centres (RPDCs) who will support players from 10-14 years old to transition effectively into the International Junior Stage of the LTA Player Pathway. The key principles (section 1.0) remain at the heart of decisions, in addition to supporting those centres we are confident can achieve the purpose and outputs of the RPDC network with operational excellence.

The investment model described in section 6.1-6.3 is 'how' we will invest aligned with our Investment Principles (section 4.1) and Minimum Operating Expectations (section 4.2).

Successful applicants that remain on track will receive a defined amount of funding for each two-year period of the strategy term. It is the LTA's intention that successful (on track) programmes meeting the investment conditions will receive a minimum of core funding across the strategy term, subject to funds being available from the LTA. For the avoidance of doubt, if an RPDC is offered 'RPDC in development funding,' this is for a maximum of two years. Full details in section 6.3.

## 6.1 RPDC CORE MODEL

- **Minimum of 8 full-time players**, maximum of 12 players – based on the principle of 1 coach: 5 full time players and 2 full-time coaches in each centre.
- £85k funding.
- Bespoke objectives set and agreed with the LTA.

## 6.2 RPDC ENHANCED MODEL

Incremental increase in funding to incentivise supporting more players within an RPDC, whilst maintaining the quality of provision and reflecting the increased costs in doing so:

- **Minimum 13 full time players**, maximum of 16 players - based on the principle of 1 coach: 5 full time players and 3 full time coaches in each centre.
- £15k increased LTA investment to contribute towards an additional full-time coach (total £100k investment).
- Bespoke objectives set and agreed with the LTA.
- **Minimum 17 full time players**, maximum of 22 players - based on the principle of 1 coach: 5 full time players and 4 full time coaches.
- £30k increased LTA investment to contribute towards additional full-time coaches (total £115k investment).
- Bespoke objectives set and agreed with the LTA.

## 6.3 RPDC 'IN DEVELOPMENT' MODEL

If an RPDC starts a two-year term 'in development' the following applies:

- Two-year term.
- 85k funding.
- Bespoke objectives set and agreed with the LTA that must be met by the mid-year review point of year two as a minimum.

Progress against these objectives will be discussed in the annual end of year one performance review, including the likelihood of achieving RPDC core model funding by the end of year two.

- High accountability for attracting players into the programme of the relevant selection level by the end of the first year. Working with 10U Performance Programmes as a talent recruitment pathway for players and developing 'from within' to grow player numbers of the appropriate level.
- Acknowledging that the player base is in its infancy, the RPDC must establish a core group of players that progress at a rate above the national average trajectory to meet the minimum threshold within the two-year period.

Should a centre still be assessed to be in-development at the mid-year review point of year two the following steps will apply as outlined in (i):

- (i) A provisional decision will be communicated following the year two mid-year check in (which will also act on this occasion as the contract review point for 'in development centres'). The provisional decision will articulate the intention to activate transition away from the RPDC network for the programme for a period of one year, from the upcoming September-to-August year unless the programme could proactively demonstrate the specific changes which have led to the imminent loss of RPDC status. Final confirmation of this transition would be provided in August.
- From September 2023, if an RPDC 'in development' does not achieve the objectives set in the two-year term, a parachute payment of £50k for one year (year 3) will be given to ensure the current players are smoothly exited from the RPDC without impact during the transition period. This 50k will be ringfenced for coaching provision (specifically the Head RPDC Coach role). No further in-development assessment will be made during this year three transition and a centre/operator would need to re-apply at an appropriate time if it wished to re-enter the RPDC network.

# 7.0 RPDC REVIEW PROCESS

**THERE WILL BE THREE REVIEW POINTS:**

- 1 ▶ CONTRACT REVIEWS (2025, 2027).**
- 2 ▶ FORMAL ANNUAL END OF YEAR PERFORMANCE REVIEW (COMBINED WITH THE CONTRACT REVIEW EVERY SECOND YEAR FOR RPDC CORE AND RPDC ENHANCED PROGRAMMES).**
- 3 ▶ ANNUAL MID-YEAR CHECK IN REVIEW.**







## 8.0 RPDC PLAYER SELECTION

The National Pathway List (NPL) will remain for the selection of the academic year 2022/2023. However, this will be replaced with an RPDC selection process for the 2023/2024 academic year (the NPL will be disbanded at this point).

This selection process will take place once a year with the longlist produced by the LTA National Performance Pathway (NPP) Team. The selection process, selection, and communication of selection/non selection into a specific RPDC being the responsibility of the RPDC in question.

RPDCs will be consulted with whilst developing the new process for forming an RPDC long list, to ensure it is fit-for-purpose and ready for Spring 2023 ahead of September 2023 selections.

## 9.0 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 RPDC and it should be clearly evidenced how the safeguarding of players is prioritised, and how it will be delivered and evaluated. Centres are expected to create an inspiring environment where the safety and wellbeing of players is the highest priority and embedded within its culture and operations.

Each centre is required to be and maintain their status as an LTA registered venue and, in addition, to meet the LTA Safeguarding Standards for Performance Venues. Centres are required to fully engage and comply with the safeguarding audit process conducted by the LTA Safeguarding Team and implement any actions and recommendations within a set timeframe.



# 10.0 RPDC TEAM ROLES AND RESPONSIBILITIES

As part of the application process each RPDC will be required to present/outline a leadership and operating structure for their RPDC. The following roles and responsibilities must be included. For context, the initial four years of RPDC delivery has shown these are critical to the successful operations and delivery of an RPDC.

## Full-time Head Coach:

The Head Coach role should be fully immersed in the driving and delivery of the RPDC, and this should be the priority focus for this individual. This is expected to be a full-time role with 100% time focused on the RPDC. Any deviations from this would need to be discussed and agreed in advance with the LTA.

- To provide world class coaching, leadership, and management to the RPDC coaching team, players, and parents at base and on the road.
- To develop a clear vision and set standards for how the RPDC will deliver against the purpose and outputs of the RPDC programme. Developing, planning, and implementing a clear player development philosophy; in addition to individual player development plans (IDPs) and tournament schedules which are fully integrated within the RPDC team.

- To provide inspirational and world class coaching to all players within the RPDC programme and take individual responsibility and accountability for the coaching and development of a number of identified players within the RPDC.
- To lead, manage, and be accountable for all RPDC player development; including weekly programming and day-to-day development/delivery of the RPDC programme.
- To work closely with the LTA case manager and be fully engaged in, and provide, reports and feedback for the mid and end of year review meetings held with the LTA.

## Assistant Coach(es):

Minimum one full time Assistant Coach if RPDC core model; minimum two full time Assistant Coaches if RPDC enhanced model (minimum 13 full time players); and minimum three full time Assistant Coaches if RPDC enhanced model (minimum 17 full time players).

- To provide inspirational and high-quality coaching to all players within the RPDC programme and take individual responsibility and accountability for the coaching and development of a number of identified players within the RPDC. This

will include coaching individual players, squads, and groups throughout the year at base and at tournaments (domestic and international), and developing, planning, and implementing individual player development plans (IDPs) and tournament schedules which are fully integrated with the RPDC team.

- Assist the Head Coach in driving and implementing the RPDC values and player development philosophy across the programme to successfully achieve the RPDC purpose/outputs.
- Deputise for the Head Coach at base when required.

## Strength & Conditioning Coach:

- Develop and deliver the RPDCs athletic development strategy which meets the needs of the RPDC players, to optimise the physical preparedness and long-term athletic development of the RPDC players.
- Devise and implement effective tracking and monitoring protocols and processes for all players, ensuring this data informs the day to day and longer-term planning/delivery and intern athletic development and robustness of the players.

- Full integration with the coaching team to agree and deliver to the aims of the player's IDP, in a multidisciplinary manner which is player focused.

## Operations & Administration:

Clearly defined roles which include an operation and/or admin lead. Alternatively, the responsibilities can be broken down and covered within other role remits within the RPDC team;

- Safeguarding and welfare officer.
- Coordination and administration of the RPDC programme as a whole; including communicating and liaising with the staff, players, and parents.
- Coordinate and support the Head Coach with the RPDC selection and reselection process. Ensuring a clearly communicated RPDC selection process and criteria, including the communication pre, during and post selection and completion of player agreements.
- Ensure all policies and procedures are up to date, adhered to, and visible.
- Monitor and manage quarterly financial reports, detailing expenditure, and financial forecasts for the RPDC and be responsible for monitoring and working to designated annual budget.

# 11.0 COACH DEVELOPMENT AND SHARED LEARNING

## HEAD COACHES

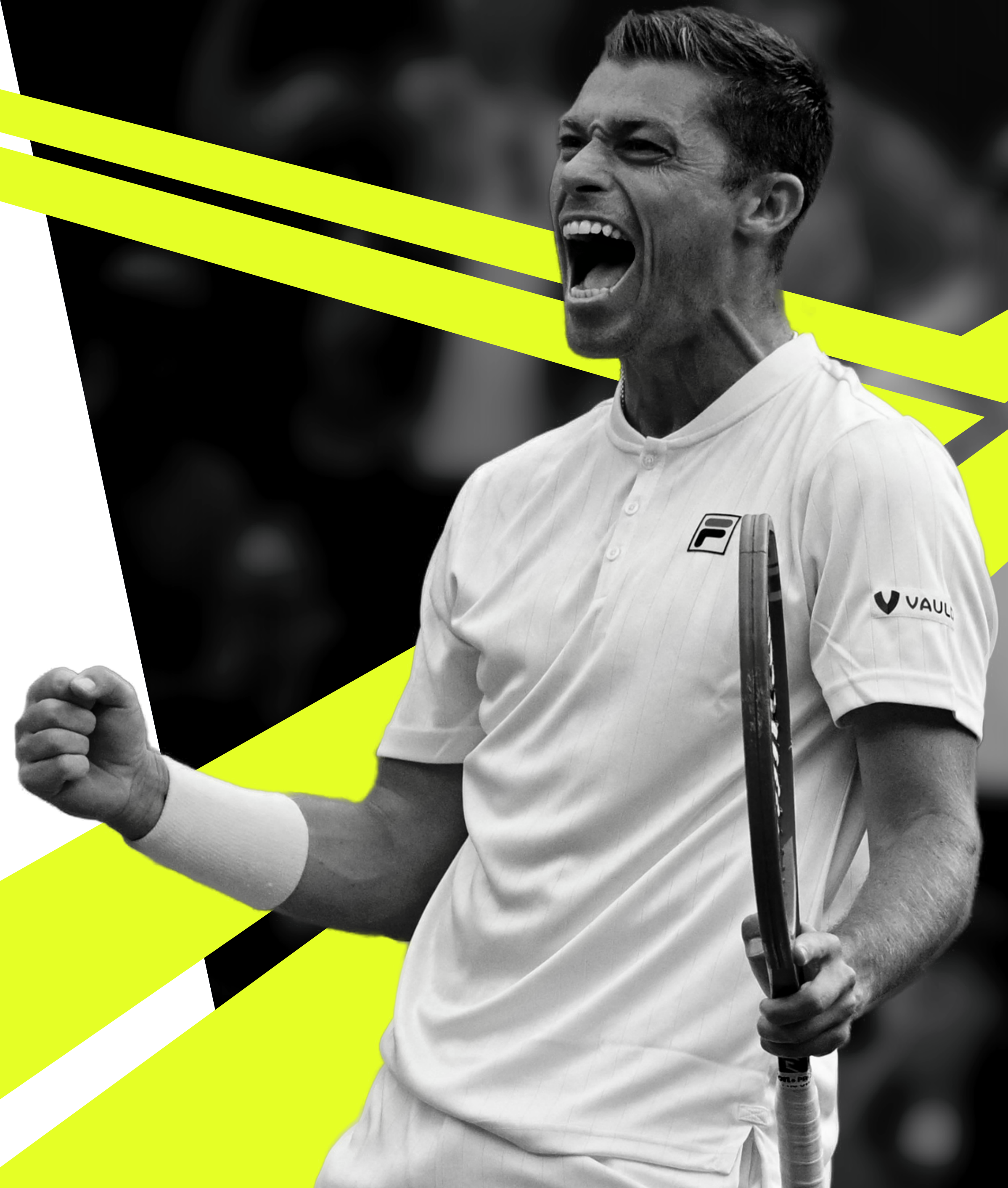
The LTA will run a yearly CPD programme for the Head Coaches in the RPDCs. This is compulsory to attend, and the Head Coaches can utilise time (10 days per annum) ringfenced in the agreement for the LTA towards this.

## ASSISTANT COACHES

The LTA will run a yearly CPD programme for the Assistant Coaches in the RPDCs. This is compulsory to attend, and we expect the RPDC Head Coach to encourage and provide the flexibility to enable attendance.

## QUARTERLY UPDATES

Based on feedback from the consultations, the LTA will look to ensure regular updates for the RPDCs. This will include National Coach visits and a virtual quarterly call to discuss and update on activity in the three months ahead.



# 12.0 APPLICATION PROCESS

## 12.1 APPLICATION TIMELINE

**Midnight on 25th September 2022:**  
**Application submission deadline (submit to [playerpathway@LTA.org.uk](mailto:playerpathway@LTA.org.uk)).**

Monday 3rd October 2022: Notification of shortlisting for interview.

Wb 10th and wb 17th October 2022: Interviews at the National Tennis Centre – Roehampton.

**December 2022: Communication of decisions.**

## 12.2 CURRENT RPDC NETWORK - RENEWAL APPLICATION PROCESS

### STAGE 1

Your application must answer the below question:

- Based on your time as an RPDC, what have been your key learnings, what have you implemented or changed as result, and what & how will you deliver to ensure the purpose, outputs, and investment principles of the RPDC are met?

It must also include the following to be submitted with the application:

- Annual projected budget submission, outlining the value in kind (VIK) provided by the operator/venue and how the investment from the LTA will be used to achieve the outputs of the RPDCs whilst adhering to the investment principles and minimum operating expectations communicated in the investment guide. This should include:
  - The cost per player.
  - Evidence that the VIK can be sustained for the period of the RPDC strategy.

An annual projected budget template has been provided (by email) for guidance on the key deliverables which can be used, however applicants can provide a budget in your own format but must ensure the deliverables outlined in the document are all included.

- Detailed plan of a typical training week based upon the RPDC model you are applying for (to cover the maximum number of full-time players). This should include individual, squad training and athletic development with specific timings to

show the ability to provide an optimal programme for all the RPDC players week-on-week.

- RPDC player selection process and criteria, including the communication process for selection and non-selection.
- RPDC player agreement, including your disciplinary process, code of conduct, safeguarding policy and where/how a player or parent can raise concerns.
- Organisational plan, to evidence the structure of the RPDC team, ensuring clear accountability for roles and all the critical responsibilities, as outlined in the investment guide, are accounted for.
- Evidence of appropriate facility access, applicable to the needs of the programme, for the duration of the six-year strategy period.

**Note – This application can be in the form of a presentation pack which can then be directly referenced and brought to life if successful in being shortlisted for stage 2 interview to avoid duplication of work.**

### STAGE 2

Those shortlisted from stage one will be invited for a formal interview at the National Tennis Centre, Roehampton.

Interviews will follow a set agenda which will be shared with each centre in advance. The panel will also have the chance to ask/answer questions relating to the applicant's application and any presentation that takes place as part of the interview.

The three core panellists will be the LTA Head of National Performance Pathway (who will chair each interview), the LTA RPDC Network Lead, and the LTA Finance Manager. The Performance Ops Coordinator -National Pathway will also attend to support the process. Other panellists may be added at the discretion of the LTA. If this is the case you will be informed of any additional panellists at least 5 days prior to your session.

# 12.3 NEW APPLICANTS (LONDON AND SOUTH-EAST) PROCESS

New applicants will only be able to apply for the RPDC core model.

## STAGE 1

Submit a detailed plan for how you will deliver an RPDC in line with the purpose, outputs, investment principles and minimum operating expectations. This plan should include the strategic and operational detail and cover the seven elements as outlined below:

### 1. Leadership and Coaching

- Organisational plan, to evidence the structure of the RPDC team, ensuring clear accountability in roles and all the critical responsibilities as outlined in the investment guide are accounted for.

### 2. Tennis Programme

- Player development strategy.
- Detailed plan of a typical training week and annual plan (to cover the maximum number of 12 full-time players). This should include individual, squad training, and athletic development, with specific timings to show the ability to provide an optimal programme for all the RPDC players week on week.

- Goal setting and individual development plans (including how 'aim, plan, do, review' will be achieved with each player), coach tournament attendance plans and a projected player list.

### 3. Athletic Development

- Include how the RPDC will meet the athletic development requirements and embed the practitioners within the programme to deliver a cohesive plan.

### 4. Player Selection and Transition

- RPDC Player selection process and criteria, including the communication process for selection and non-selection.
- RPDC Player agreement, including your disciplinary process, code of conduct, safeguarding policy and where/how a player or parent can raise concerns.

### 5. Culture

- Include how you (the RPDC) will create a culture that nurtures people, players, and performers; the values that will underpin the programme and how staff will behave; how the centre or operator will ensure the highest safeguarding standards and duty of care; and the RPDCs plans for parent education.

### 6. Facilities

- Evidence of appropriate facility access applicable to the needs of the programme for the duration of the six-year strategy period, outlining

playing surface details and how the minimum requirements will be met.

### 7. Finance

Annual projected budget submission, outlining the value in kind provided by the operator/venue and how the investment from the LTA will be used to achieve the outputs of the RPDCs whilst adhering to the investment conditions communicated in the investment guide. This should include:

- The cost per player.
- Evidence that the VIK can be sustained for the period of the RPDC strategy.

An annual projected budget template has been provided (by email) for guidance on the key deliverables which can be used, however applicants can provide a budget in your own format but must ensure the deliverables outlined in the document are all included.

There is no fixed template for this application and the content each applicant chooses to include is at their discretion. However, there must be clear reference to the seven elements described and these should be clearly detailed in the application. Failure to do so may jeopardise the application.

**Note – This application can be in the form of a presentation pack which can then be directly referenced and brought to life if successful in being shortlisted for stage 2 interview to avoid duplication of work**

In addition, the application should also make clear:

- What requirements of the proposal currently exist and are in place.
- What elements will require further investment and the associated timelines.
- What the intended recruitment process is and intended timelines where new staff / practitioners need to be employed.

## STAGE 2

Those shortlisted from stage one will be invited for a formal interview at the National Tennis Centre, Roehampton.

Interviews will follow a set agenda which will be shared with each centre in advance. The panel will also have the chance to ask/answer questions relating to the applicant's application and any presentation that takes place as part of the interview.

The three core panellists will be the LTA Head of National Performance Pathway (who will chair each interview), the LTA RPDC Network Lead, and the LTA Finance Manager. The Performance Ops Coordinator -National Pathway will also attend to support the process. Other panellists may be added at the discretion of the LTA if this is the case you will be informed of any additional panellists at least 5 days prior to your session.

## 12.4 DECISION MAKING PROCESS

To establish which programmes are awarded RPDC status, the selection panel will consider:

- The stage 1 application;
- Further detail provided at stage 2 (interview); and
- For renewal applications, the historical data (referenced in 5.2).

Using this information, the panel will decide which applications best meet the investment principles and minimum operating expectations (set out in section 4.1 and 4.2) to achieve the purpose and outputs of the RPDC network.

Final decisions are subject to sign off by the LTA Board in November and sufficient funds being available to make the investments. Where the total investment pot does not match the number of successful bids, we will allocate funding by:

1. Ensuring all successful applicants receive RPDC core model investment.
2. Ranking RPDC enhanced model bids based on a combination of the below criteria:
  - Talent density (number of National Pathway List players) in the county/region.

- Track record of developing RPDC players (in time as current operator) that have gone onto:
  - o Meet the standard for National Academy (NA) and/or Men's and Women's Programme (MWP) selection by 14.
  - o Meet the standard for National Age Group Programme (NAGP) Scholarship selection between 11-14
  - o Been selected for international activity (11-14 years old).
  - o Been selected for National camps (11-14 years old).
- 3. Allocating RPDC enhanced model investment until no further funds are available.





## 12.5 COMMUNICATION OF DECISIONS

The decisions of the selection panel will be communicated to all stage 2 shortlisted applicants in December 2022. There will be no appeal process.

## 12.6 FORMALITIES

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

- Agreed budget and spend plan.
- Agreed objectives, strategic priorities, and areas for development.

- How annual progress will be tracked and how under performance will be measured and addressed. The funding agreement will precede any investment. No payments will be made until we have a signed agreement from the successful applicant. All contracts would be 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.

## 12.7 START DATE

The formal start date is 4th September 2023. All investments will become active at this point. This means all renewed and/or successful applicants will need to be ready to implement their submitted and agreed plan by this date. All other funding grants or contracts will cease at this point.



**FOR SUPPORT WITH THE APPLICATION PROCESS,  
PLEASE CONTACT:**

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National Age Group Coach

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