

England Talent Slalom Programme Nov 2018-2019 Inclusion Policy

1. Background

Our vision is to create a world leading talent programme which identifies, nurtures and delivers an oversupply of talented athletes to our World Class Programmes. Identifying and developing characteristics required for senior international success, within an environment committed to the pursuit of excellence and to supporting every athlete to be the best they can be.

Our **CORE** philosophy sits at the heart of our programme and articulates the values and behaviours that we believe are critical for success at all levels of the programme, and in all the roles and functions (athletes, coaches, parents, support staff, administrators) connected to the programme.

Commitment – Within British Canoeing commitment is seen as the absolute dedication of you as an individual to your own development goals and lifestyle choices, which include and support your long term development as an athlete.

Ownership – An athlete should look to drive their own individual programme with the support of their parents/guardians and their athlete team.

Responsibility – An athlete should look to take responsibility for their own actions in all aspects of their training and racing.

Excellence – Excellence (personal) is the athlete giving their individual best in training and competition. It is considered to be a product of demonstrating the three previously defined principles: Commitment; Ownership and Responsibility.

2. Talent Pathway

The England Slalom Programme is divided into a tiered, progressive squad structure with four clearly defined levels, selection criteria and aims:

- **England Performance Squad (EPS)** – Supporting those athletes under 23 years old just below the Podium Potential Programme who have been selected for, or have a realistic chance of selection to, the GB U23 Team and subsequent progression to the British Canoeing Podium Potential programme. It is envisaged that this squad will not *typically* support athletes who are former members of the UK Sport funded World Class Programme. A maximum of 7 places across the 2020 Olympic Classes will be selected.
- **England National Talent Squad (ENTS)** – Supporting Junior 18 athletes who have been selected for, or have a realistic chance of selection to the GB Junior Team. To develop and prepare athletes in a manner which assists them to progress to the British Canoeing Podium Potential Programme. A maximum of 16 boats across the 2020 Olympic Classes will be selected.

- **England Super Regional Squad (ESRS)** – Primarily supporting Junior 14-16 athletes and in some *exceptional* cases Junior 17 athletes who have a rising performance profile. To develop and prepare athletes in a manner which assists them to progress to the England National Talent Squad (ENTS). In each region a maximum of 16 boats from the 2020 Olympic Classes will be selected.
- **England Regional Talent Academy (ERTA)** – Primarily supporting Junior 14 athletes or below and in some *exceptional* cases Junior 15 athletes. To develop and prepare athletes to progress to meet minimum criteria for the England Super Regional Squads. In each region a maximum of 16 boats from the 2020 Olympic Classes will be selected.

When considering an athlete for any squad at any level within the England Talent Programme a key reflection is whether or not the squad provision/environment is appropriate for their development and how they contribute to enhancing this environment for their own development and that of their peers. The environment must allow for them to be appropriately supported, challenged, pushed and developed at their current stage of development. Athletes need to be able to contribute positively to, and thrive within this environment.

Our support is finite and we have to be selective to ensure we offer appropriate programme places to those individuals that will respond most favourably to the development opportunities.

Talent development is an emergent and dynamic discipline and where possible we will look to be flexible and reactive in order to achieve an appropriate fit between the athlete and development opportunity.

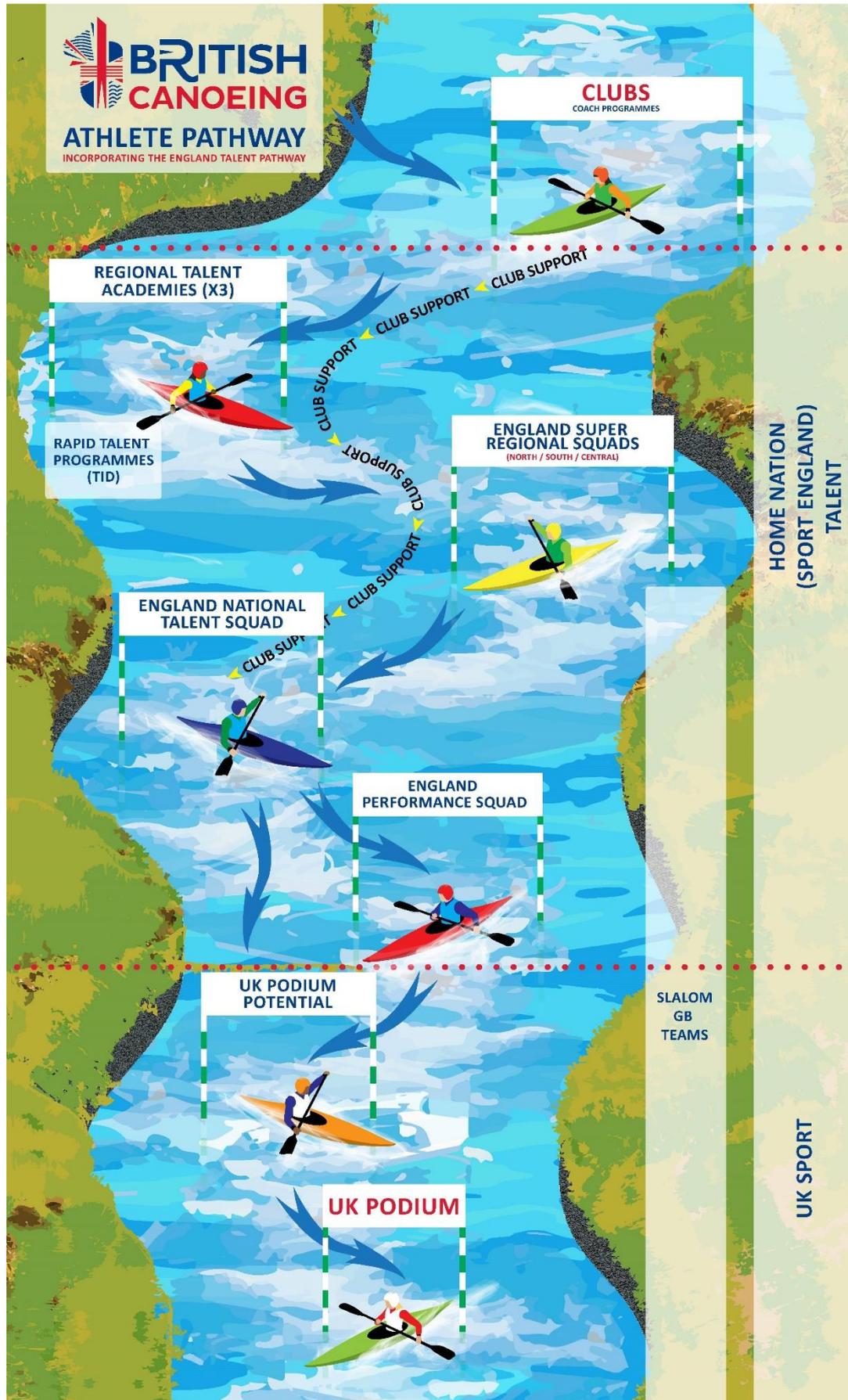
Please refer to the Slalom section within the Talent tab of the British Canoeing website for more details relating to the England Talent Slalom Programme.

Talent Strategy 2017-2020

The aim of the England Talent Programme is to develop a pathway that delivers an oversupply of talented athletes in all Olympic classes to the UK Programme. As the cycle progresses it is the desire to achieve a balanced (gender and class) inclusion across all squads and this will be reflected in selection decisions.

The aspiration is that by 2020 there will be 4 boats from each Olympic class within each squad in each region with a spread of athlete ages ensuring a steady and consistent pipeline of talented athletes throughout the pathway.

Talent Pathway Diagram



3. Squad Inclusion

The Talent Matrix below provides an overview of the performance standards and athlete progression expectations required for England Slalom Talent Programme inclusion.

2018 Performance standard

	J12	J13	J14	J15	J16	J17	J18	J19	J20	J21	J22
Ranked in division 3 or below	Red										
Ranked in division 2 bottom half	Amber	Amber	Red								
Ranked in division 2 top half	Green	Amber	Red								
Ranked in division 1 bottom half	Green	Green	Amber	Red							
Ranked in division 1 top half	Amber	Green	Amber	Red							
Ranked within the top 33% in Div 1	Amber	Amber	Green	Amber	Red						
Ranked in Prem bottom half	Amber	Amber	Amber	Green	Amber	Red	Red	Red	Red	Red	Red
Ranked in Prem top half	Amber	Amber	Amber	Amber	Green	Amber	Red	Red	Red	Red	Red
Ranked within top 25% in Prem	Amber	Amber	Amber	Amber	Amber	Green	Amber	Amber	Amber	Red	Red
Achieved 2x Relevant Age Range Team % delivered at British open*	Amber	Amber	Amber	Amber	Green	Amber	Amber	Amber	Amber	Red	Red
Achieved 2 x Junior team % at Junior Selection				Amber	Green	Amber	Red				
2018 Junior Euros Team				Amber	Amber	Green	Green		n/a		
2018 Junior Worlds Team				Amber	Amber	Amber	Amber				
Achieved 2 x U23 team % at U23/Senior Selection		n/a					Green	Green	Amber	Red	Red
2018 U23 Euros Team							Green	Green	Green	Amber	Amber
2018 U23 Worlds Team							Amber	Amber	Amber	Amber	Green
Named Senior team reserve							Amber	Amber	Amber	Amber	Green

* This measure is conditional on the event benefitting from a world class start line. This event will only register as a performance result if a K1M 2018 British senior K1M team member or 2018 World cup finalist races at the event. Confirmation of this will be announced after publication of the official start list.

Key

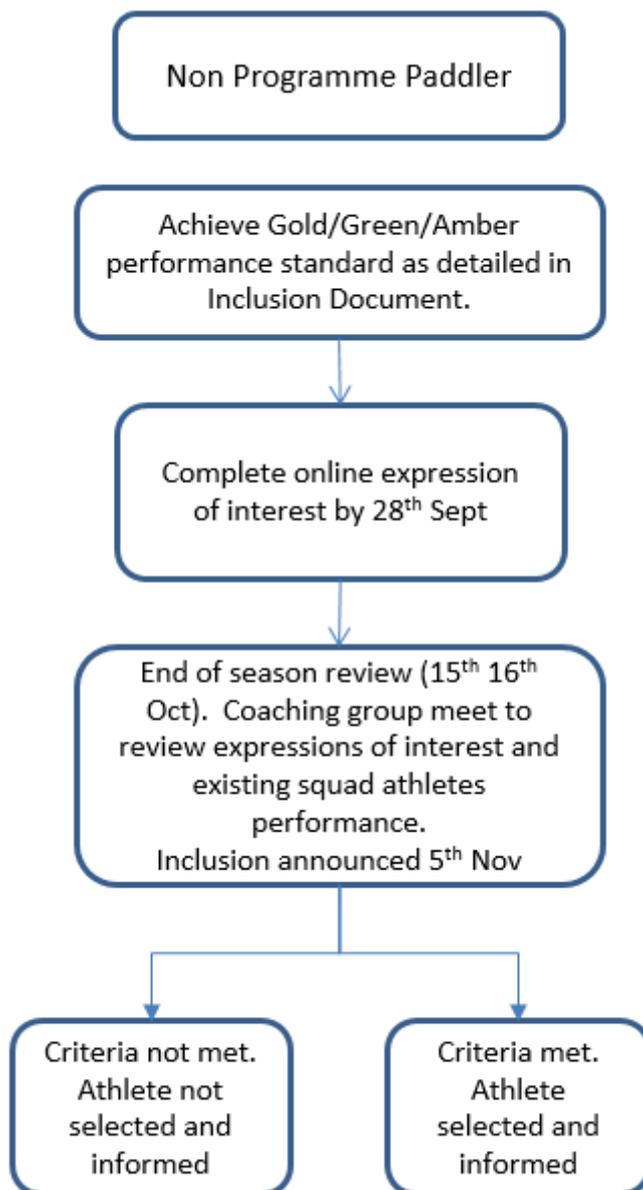
Gold	Priority of allocation is awarded to those athletes achieving Gold results
Green	Remaining squad spaces <i>after</i> allocation of Gold results are awarded to athletes achieving Green results.
Amber	Inclusion of athletes achieving Amber results will be at the sole discretion of the coaching team.
Red	Paddlers achieving a Red result have not <i>yet</i> met the performance standard required at this age.

In the event that available squad places are exceeded by the number of athletes achieving Matrix result within a class the following are key points of consideration for the coaching team’s deliberation. *No one specific area will be considered in isolation.*

1. The frequency and level of Matrix performance results achieved, athletes achieving Matrix performance results in both classes will be strongly considered.
2. Commitment to undertaking a developmentally appropriate training programme (see appendix 1).
3. Athlete profiling scores (both an athlete’s actual scores against benchmarks and their trend over a series of profiling events).
4. Demonstration of British Canoeing’s CORE philosophy.
5. Average percentage performance standard achieved within the season for athletes aged 16 or over relative to recognised standards (see appendix 2).
6. The Talent Strategy to see strength and depth in every Olympic Class, Gender and Age.

4. Application Process for inclusion Nov 2018/19

Athletes that are not currently part of the Talent Programme and wishing to be considered for inclusion please complete the online programme expression form of interest found [HERE](#) This form will be open from 27th July 2018 and will close 28th Sept 12:00 noon. Early expressions of interest are highly encouraged.



Athletes that are currently a member of the England Talent Programme:

- There is no requirement for any athlete who is currently a member of the England Talent Programme to fill in a registration form.

All athletes will be assessed against the inclusion criteria detailed in this document. They will be informed of their programme status by Nov 5th 2018 via the British Canoeing and Canoe Slalom UK websites. This will be followed up with a confirmation letter via email.

5. Squad Selection

The strategic leadership responsibility for the British Canoeing Performance Programme, including the English Talent Programme, rests with the Performance Leadership Team (PLT) led by the Performance Director. Its purpose is to provide strategic direction and strategy to optimise the performance potential of British Canoeing both within the current Olympic/Paralympic cycle and the future Olympic and Paralympic Games.

The Talent Pathway Manager is responsible for developing the inclusion policy which will be signed off by the Canoe Slalom Head Coach on behalf of PLT in consultation with the Head of Governance and Compliance.

The selection of athletes to the England Talent Programme squads will be led by the Talent Pathway Manager and agreed with the Canoe Slalom Head Coach on behalf of PLT.

The programme runs on an annual cycle and athletes will be offered a place for a year on a specific squad. This is conditional on review, where the athlete's progression, performance measured against the Talent Matrix and engagement with programme activity will be assessed. A review of the current 2017/18 squad will take place after the 2018 Selection events and an updated programme inclusion list will be published by April 16th 2018. Where squad numbers allow, and at the coaches' discretion, non-programme athletes showing clear progression and achievement of the relevant performance and inclusion standards detailed in this document may be included at this point.

6. Notes

The inclusion policy has been written to set out the principles, and create a transparent process to select athletes at each level in the pathway. While the principles will be adhered to, there may need to be some flexibility in this policy to ensure we create effective training squads, take account of regional differences, differing levels of biological development and any other exceptional circumstances. This may also extend to moving athletes up to the next tier in the pathway part way through a period of inclusion in order to better satisfy the athletes emerging developmental needs.

Where squad numbers allow, athletes who have narrowly missed out on inclusion may be considered for informal invitation to attend specific training camps and sessions. This will be assessed on an individual basis on the criteria in this policy and each case will be considered on its own merits and does not create precedent for future cases.

7. Eligibility

To be eligible to be part of the England Talent Programme an athlete must be a member of British Canoeing and satisfy the following:

- Have been born in England or;
- Have a parent who has been born in England or;
- Have been a resident in England for over three years.

8. Conflicts of Interest

British Canoeing is committed to upholding high standards of integrity, and as such any person who is part of the inclusion decision making process shall declare any conflict of interest or potential conflict of interest, and shall refrain from participation in the discussion in respect to inclusion, in which they have a conflict of interest. If a person is unsure whether they have a conflict or potential conflict they should consult the Head of Governance and Compliance.

9. Data Protection

British Canoeing is a privacy conscious organisation and is strongly committed to your right to privacy. That is why we have drafted a Privacy and Data Protection Statement, which follows guidelines set out in the Data Protection Act 1998 and which can be found on our website: <https://www.britishcanoeing.org.uk/privacy-statement/>. Please note that any data gathered in the course of inclusion will be used in accordance with this Statement and in particular will not be shared with any third party without your consent.

10. Policies

For the avoidance of doubt this inclusion policy operates in conjunction with all relevant British Canoeing policies including but not limited to, Equality Policy, Anti-Doping Policy, Anti Bullying Policy and Anti Bribery Policy.

11. Communications

British Canoeing is committed to providing open and informative communication in relation to inclusion. All athletes will receive formal confirmation of the squad inclusion, and for those athletes who wish to discuss the outcome of decisions made, coaches will be available to speak informally to athletes and parents.

12. Appeals

Note 1. The Head of Governance shall have the power to adjust the timescales within this appeals procedure if required. If this is required it will be communicated to all interested parties at each relevant stage of the appeals process.

Note 2. If the Head of Governance is not available, for whatever reason, the Chief Executive Officer or delegate of the Chief Executive Officer will carry out the role of the Head of Governance within this appeals procedure.

Note 3. Athletes should ensure that they have provided their preferred method of communication and relevant contact details to the Talent Admin Officer in advance of any inclusion decisions. If the Athlete is under eighteen (18) years of age current and preferred contact details of their parent or legal guardian should also be provided.

Note 4. Athletes are advised that there are independent sources of support and guidance available. Should athletes wish to gain advice they can speak to the Performance Well Being Coach who will direct the athlete appropriately.

If an Athlete wishes to appeal against a decision taken as part of this Inclusion Policy then the following two stage process will apply:

1. STAGE 1 REVIEW

- 1.1. A written request for a formal review is submitted, in the first instance, by the Athlete or Parent/Guardian to the Talent Pathway Manager who will carry out a review in consultation with the Talent coaching group and the Canoe Slalom Head Coach.
- 1.2. This request must be submitted within 48 hours (or an earlier date if that has been decided and communicated by the Head of Governance) of the selection being formally announced.
- 1.3. Within 5 working days (or an earlier date if that has been decided and communicated by the Head of Governance) the Talent Pathway Manager will advise in writing the outcome of the review and the decision reached.

2. STAGE 2 APPEAL

- 2.1. If following the formal review the Athlete wishes to formally appeal the decision, then a written Notice of Appeal must be submitted by them to British Canoeing Head of Governance within 5 working days (or an earlier date if that has been decided and communicated by the Head of Governance) of receiving the outcome of the formal review.

3. NOTICE OF APPEAL

- 3.1. The Notice of Appeal will set out the grounds of the appeal and will include full details of which ground(s) in 4.1 the appeal is based upon and the precise manner in which the ground(s) have been met. The Notice of Appeal should be as comprehensive as possible as it will form the basis of the remainder of this procedure.

4. GROUNDS OF APPEAL

- 4.1. An Athlete shall be entitled to appeal on any (either individually or cumulative) of the following grounds:
 - a) The decision was not in accordance with the Inclusion Policy as published;
 - b) The policy has been misapplied or applied on no good evidence and/or in circumstances where the application of the policy was unfair;
 - c) The decision maker has shown bias or the appearance of bias or the inclusion decision has otherwise been demonstrably unfair; and/or

- d) Where the conclusion is one that no reasonable decision maker could have reached.

4.2 In order to ensure a timely and efficient appeals process only the grounds of appeal detailed in 4.1 will be permitted. The composition of the persons who carry out the review in accordance with clause 1.1 above is not open to appeal unless 4.1 (c) is being cited in The Notice of Appeal.

5. APPEAL PANEL

5.1. The Head of Governance and Compliance will convene a three person Appeal Panel as soon as is practicable to determine the appeal made up of suitably independent and experienced members who have not been involved in the selection process so far. The Athlete will be given the opportunity to challenge the composition of the Appeal Panel.

5.2. The Head of Governance shall contact the Talent Pathway Manager to inform them of the Appeal, provide them with a copy of the Notice of Appeal and request that they provide any additional information they wish the Appeal Panel to consider within 48 hours of receiving the Notice of Appeal.

5.3. The Appeal Panel will ordinarily determine the appeal based on the written submissions of the Athlete and the Talent Pathway Manager without a hearing or the calling of witnesses or the giving of oral evidence. However the Appeal Panel will have the power to set its own processes and give directions including but not limited to, requesting further information, setting up a teleconference, determining if a hearing is required and if it is, establishing the date, time and place, and format to be followed in such a hearing.

5.4. The Appeal Panel will seek to reach its conclusion within 5 working days (or an earlier date if that has been decided and communicated by the Head of Governance) of its appointment in accordance with 5.1, and will inform all interested parties in writing.

5.5. The Appeal Panel shall be entitled to;

- a) Rescind the inclusion decision and confirm the inclusion of the Athlete in circumstances where it is clear that the grounds of the Appeal have been upheld.
- b) Confirm the inclusion decision and reject the Appeal.

- c) Quash the inclusion decision and remit the matter back to the Talent Pathway Manager identifying the errors they have found in the conduct of the inclusion process and requesting that a new decision is made within one week (or an earlier date if that has been decided and communicated by the Head of Governance).

5.6. At its discretion the Appeal Panel may also make an award for appeal costs up to a maximum of £100 against either party.

6. FINAL AND BINDING

6.1. This is an accelerated process to enable any challenge to be resolved as quickly as is reasonably possible.

6.2. The aim of this process is to return a decision on appeal in a timely manner. If the athlete fails to adhere to the time limits set out in this process he or she will have lost their right of Appeal under this procedure, save in wholly exceptional circumstances which will be judged by the Chief Executive Officer of British Canoeing in their absolute discretion.

6.3. Further this it is intended to be conclusive and therefore any athlete who enters into this appeal process accepts that the decision will be final and binding.

6.4. Each appeal will be considered on its own merits.

7. CONFIDENTIALITY OF PROCEEDINGS AND PUBLICATION OF DECISION

7.1 British Canoeing and the Athlete are under an obligation of confidentiality in respect of any appeal proceeding under this Procedure. Save as permitted under this Appeals Procedure none of these Parties will make any public statement or disclosure of the contents of the Notice, or any other matter referred to by any of the parties during the course of these Proceedings.

7.2 British Canoeing shall be entitled to publish the decision of the Appeal Panel where it upholds the Appeal (or any element of it) in such manner and to such extent as is necessary to inform all properly interested and affected parties of the status of the Inclusion decision previously published and the resulting position as to Inclusion.

END

Appendix 1

Training Volumes

The development of the necessary skills, capacities and abilities to perform at an elite level in any sport requires a high level of commitment, time and applied effort. In order to track and capture the junior training habits of current and successful athletes and to help make explicit the level of investment and commitment required for a developing athlete, the following training volume guidance has been developed.

The volumes are banded into 3 standards (Bronze, Silver and Gold) sympathetic to the fact that every developing athlete's access situation is different and subject to differing constraints. Athletes can, and have, developed from varying backgrounds and access opportunities, the only commonality is that they have all made the best of what access is actually available to them and they have all invested heavily.

This is included for guidance only, the session types are deliberately broad, the values are averages across a year and in addition to other factors these will vary dependent on the training load and focus.

Session type		12yrs and under	12-14yr	14-16yr	16-18yr
Gold Standard	White Water	2	3	6	7
	Flat Water	2	3	1	2
	Gym	1	2	3	3
	Other Sport.	3	1	1	
	Total per week	8	9	11	12
	Boat based	4	6	7	9
	Land based	4	3	4	3
Silver Standard	White Water	2	2	5	6
	Flat Water	2	3	3	3
	Gym	1	2	2	2
	Other Sport.	2	2		
	Total per week	7	9	10	11
	Boat based	4	5	8	9
	Land based	3	4	2	2
Bronze Standard	White Water	1	2	3	3
	Flat Water	3	3	3	4
	Gym		1	2	3
	Other Sport.	2	2	1	
	Total per week	6	8	9	10
	Boat based	4	5	6	7
	Land based	2	3	3	3

Appendix 2

Performance Standards

The table below sets out the key performance levels required in order to achieve GB Junior/U23 Team performance standard, qualify for a World or European Championship final and win that final. They provide an indication of the performance standard that athletes are required to aspire to deliver, throughout their domestic and international season.

U23		Winning Standard	Top 10 in the World	U23 Team Standard
	K1M	100%	<106%	<108%
	C1M	<108%	<115%	<117%
	K1W	<115%	<127%	<128%
	C1W	<129%	<148%	<148%

U16-U18		Winning Standard	Top 10 in the World	Junior Team Standard
	K1M	<104%	<112%	<114%
	C1M	<113%	<123%	<125%
	K1W	<120%	<131%	<132%
	C1W	<134%	<154%	<154%