

## **1. INTRODUCTION**

This paper provides an update on the Project Groups involved in the development of the Sprint Performance Strategy.

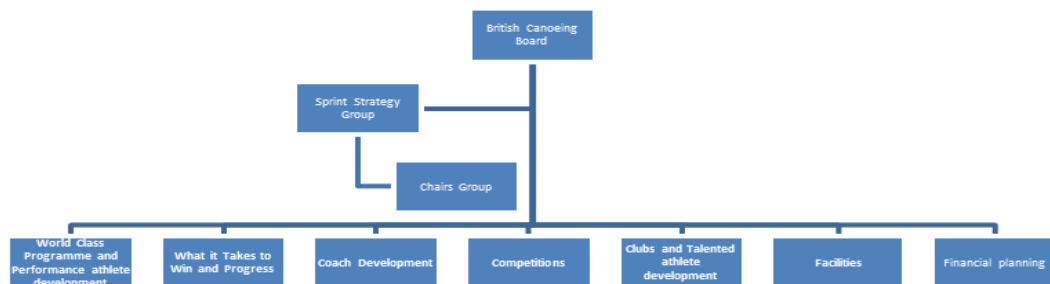
## **2. WHAT IS A PERFORMANCE STRATEGY FOR SPRINT AND WHY DO WE NEED IT?**

The Performance Strategy for Sprint will be created by British Canoeing and will drive, guide and join up the work in sprint across the whole organisation including but not limited to; The World Class Programme, The International Panel, the National Association Talent Programmes, The Sprint Racing Committee and Regatta Committee and those clubs and coaches involved in the development and delivery of sprint racing.

## **3. ESTABLISHING A SPRINT PERFORMANCE STRATEGY GROUP AND TASK AND FINISH GROUPS**

The work to create the new Sprint Performance Strategy will be coordinated by the Sprint Performance Strategy Group and key areas of work will be undertaken within several Task and Finish Groups. The structure is presented below;

***Fig 2 Task and Finish Group Structure to deliver the Sprint Transformation Action Plan***



### ***Composition of the groups***

The composition of the Groups is presented below. Each group will be responsible for shaping its work, it may need to establish sub groups and draw more widely from the initial pool of people and also ensure that the emerging proposals are properly consulted upon. The process will ensure that interested parties are engaged in the process of shaping the Performance Strategy.

#### **4. THE SPRINT PERFORMANCE STRATEGY GROUP**

The Purpose of this Group will be to;

- To agree the Purpose and the Scope of the work for each Task and Finish Group
- To oversee the creation of the new Sprint Performance Strategy for British Canoeing and make recommendations to Board for the approval of the new Strategy
- To consider Vision, Missions and Ambitions of the Strategy
- Oversee and review the work of the Task and Finish Groups involved in this project to ensure all work is completed
- To consider the committee structure and communications required within Sprint, to support the delivery of the Sprint Performance Strategy over the next 4 years

<b>Composition of Sprint Strategy Group</b>	
<b>Name</b>	<b>Stakeholder Group</b>
David Joy (Chair)	CEO British Canoeing
James Clarke	Club coach/Independent
Imogen Collins	England Talent staff/Sprint Racing Committee member/club member
Brian Cunniffe	Head of Performance Support - EIS
Paul Dimmock	International Panel Chair/Sprint Racing Committee member/club coach
Abi Edmonds	Former international athlete/club member
Hayleigh Mason	Former international athlete/ International Panel member/club member
Rene Olsen	World Class Programme staff/Sprint Head Coach
Paul Ratcliffe	Performance Director
Jon Schofield	Olympic medal winner/Scottish Canoe Association PD
Tim Scott	Club coach/Independent
Ian Wynne	Olympic medal winner/Sprint Racing Committee/coach/Independent
David Parsons	Independent Expert/facilitator
Andy McSweeney	UK Sport

#### **5. THE CHAIRS' GROUP**

A group will be established consisting of the Chairs of each Task and Finish Group. This will ensure that the work of the groups stays aligned to the needs of the Performance Strategy, and that cross working between the groups is optimised.

The Chairs will be responsible for leading the work within the Task Groups, for engagement and consultation with stakeholders and ensuring the engagement of the relevant expertise.

The Chairs will report and update on progress through meetings every three weeks with the Performance Director and David Parsons.

<b>Composition of Chairs Group</b>	
<b>Name</b>	<b>Stakeholder Group</b>
Paul Ratcliffe	Performance Director
David Parsons	Independent Expert -
Rene Olsen	Chair - World Class Programme and Performance Athlete Development Group
Brian Cuncliffe	Chair - What it Takes to Win and Progress Group
Lee Pooley	Chair - Coach Development Group
Ian Wynne	Chair - Competitions Group
Rich Ramsdale	Chair - Clubs and Talented Athlete Development Group
Andy Maddock	Chair - Facilities Group

## **6. THE TASK AND FINISH GROUPS**

Each Task and Finish Group shall be responsible for the following;

- To consider the various inputs including the Findings and Recommendations within the Situational Analysis Report
- To create a clear mission or intent for their area of work which describes the situation by 2028
- To develop an Action plan which presents this process of change for the period 2020-2024. The Action Plan should include Smart Goals with clear actions, timelines and roles and responsibilities
- Within this to consider; What is working should be retained, what isn't working and needs to be changed or improved, what practically need to be done by when to improve the provision

Each Group will be provided at the outset with a Strategic Framework as a starting point and some standard questions to help to guide the work of the Group. Support for the Chairs and help with facilitation will be provided through David Parsons.

### World Class Programme and Performance Athlete Development Group

The Purpose of this Group will be to fully explore and propose;

- How a centralised World Class Programme can offer the very best experiences, environment and support to high potential athletes
- What and how athlete services would be delivered in a centralised and decentralised programme
- Define the experience athletes should have at each stage of their involvement within the decentralized and centralized World Class Programme
- The development phases of athletes through the WCP from confirmation onto programme through to podium performers
- To ensure the right policy framework is in place for the future including programme and team selection and welfare policies
- To consider culture and ways in which culture can be improved throughout the whole of the programme

Composition of World Class Programme and Performance Athlete Development Group	
Name	Stakeholder Group
Rene Olsen(Chair)	World Class Performance Staff
Jude Spiers	EIS staff
Zofia Campbell	British Canoeing Staff
Joe Hewitt	EIS Staff
James Train	World Class Programme Staff
Andy Penhallurick	World Class Programme Staff
Emma Groome	EIS Staff
Jess Walker	World Class Programme Athlete
Robin Williams	External Expert

**Consultation:** As the work within this group develops it will consult with the following groups; EIS, WCP staff, National Association Talent staff, Clubs

## 7.2 What it Takes to Win and Progress Group

There is a significant amount of work in the remit of this Group. The WITTW model will need breaking down and sub groups tasked to develop aspects of it, bringing content back to the T&F Group so that it can be joined up. This work will also need to inform other T & F groups, notably Athlete Pathway and Coach Development.

The Purpose of this Group will be to fully explore and propose;

- The 'What it takes to win' and 'What it takes to progress' models

- How best to share and embed the WITTW and WITTP models across the sport
- Defining Training philosophies and Technical Models
- Establishing performance measures and performance indicators
- Athlete selection, development, preparation and team selection strategy
- The optimal preparation of female athletes
- The approach to crew boat development

<b>Composition of What it Takes to Win and Progress Group</b>	
<b>Name</b>	<b>Stakeholder Group</b>
<b>Brian Cunniffe (Chair)</b>	<b>EIS staff</b>
Rene Olsen	World Class Programme Staff
Jon Schofield	Scottish Canoe Association Staff
Mike Mustoe	EIS staff
James Train	World Class Programme Staff
Rich Ramsdale	England Talent staff
Barney Wainwright	Independent/External Expert
Eric Farrell	World Class Programme Contractor
Lewis Fletcher	World Class Programme Athlete
Emilia McAllister-Jepps	Athlete Rep Group Chair
Zoe Clark	World Class Programme Athlete
Afton Fitzhenry	World Class Programme Athlete
Robin Williams	External
Tom Love	Club/Independent
Andy McSweeney	UK Sport

<b>Composition of sub group - What it Takes to Progress Group</b>	
<b>Name</b>	<b>Stakeholder Group</b>
<b>Rich Ramsdale</b>	<b>England Talent staff</b>
Ivan Lawler	Club/Independent
Siobhan Urquart	Club/Independent
Pete Gorman or Kevin Bowerbank	Club/Independent
AN Other tbc	World Class Programme Staff
AN Other tbc	World Class Programme Staff
AN Other tbc	World Class Programme Staff
AN Other tbc	Independent
AN Other tbc	Independent

**Consultation:** As the work within this group develops it will consult with the following groups; EIS, WCP staff, National Association Talent staff, clubs and coaches, UK Sport

### **7.3 Coach Development Group**

The Purpose of this Group will be to fully explore and propose;

- How best to manage the recruitment and deployment of coaches on the World Class Programme
- How to build communities of practice for coaches working with ‘elite’ and ‘talent’ athletes
- How to actively support the learning and development of all high performance coaches
- How to deliver a strategy for the development of a high quality coaching workforce aligned to WITTW and WITTP

<b>Composition of Coach Development Group</b>	
<b>Name</b>	<b>Stakeholder Group</b>
<b>Lee Pooley (Chair)</b>	British Canoeing Staff
Sid Sinfield	British Canoeing WCP Staff
Pete Caterall	British Canoeing Talent Staff
Eric Farrell	World Class Programme contractor
Scott Simon	World Class Programme Staff
Katie Reid	World Class Programme Athlete
Tim Scott	Club/Independent
Scott Hynds	Club/Independent
Alice Murphy	Club/Independent
Nick Fowler	England Talent Staff
Gordon Lord	External Expert

**Consultation:** As the work within this group develops it will consult with the following groups; EIS, WCP staff, UK Coaching Strategy Group, National Association Talent staff, clubs and coaches

#### **7.4 Competitions Group**

The Purpose of this Group will be to fully explore and propose;

- How to develop and deliver a competition programme that encourages participation in the sport
- How to ensure that the competition programme provides sufficient development opportunities in line with the ‘what it takes to win / progress’ models
- How to ensure that the competition programme provides robust data to inform selection for the world class programme

<b>Composition of Competitions Group</b>	
<b>Name</b>	<b>Stakeholder Group</b>
<b>Ian Wynne (Chair)</b>	Sprint Racing Committee/Independent
Anna Gray	British Canoeing Staff
Imogen Collins	England Talent Staff
Gary Quittenton	World Class Programme Staff
James Hives	British Canoeing Staff
David Martyn	Club/Independent
Alan Laws	Sprint Racing Committee

Ivan Lawler	Club/Independent
Mark Pearce	Club/Independent
Attila Herbent	Club/Independent
Nick Fowler	England Talent Staff
Paul Darby-Dowman	World Class Programme Staff
Dan Thompson	England Talent Staff
Tom Lusty	World Class Programme Athlete
Cathy Wynne	Sprint Racing Committee

**Consultation:** As the work within this group develops it will consult with the following groups; Sprint Racing Committee and Regatta Committee, British Canoeing events staff, clubs and coaches, WCP staff, National Association Talent staff,

### 7.5 Clubs and Talented Athlete Development Group

The Purpose of this Group will be to fully explore and propose;

- How to strengthen the relationship between the central programmes and staff, and the domestic club community
- The role of clubs in developing elite sprint paddlers
- To ensure clubs are suitably supported and rewarded for developing elite athletes
- How to expand the participation base of the sport

Composition of Clubs and Talented Athlete Development Group	
Name	Stakeholder Group
<b>Rich Ramsdale (Chair)</b>	England Talent staff
Charlie Barwis	England Talent staff
Nick Fowler	England Talent Staff
Scott Hynds	Club/Independent
Adam Miles	Club/Independent
Brendon Stead	World Class Programme Staff
Tim Scott	Club/Independent
Kristina Medovcikova	World Class Programme Staff
James Hives	British Canoeing staff
Andy Penhallurick	World Class Programme Staff
Zoe Clark	World Class Programme Athlete
Gabor Szeltner	Club/Independent

**Consultation:** As the work within this group develops it will consult with the following groups; Clubs and coaches, British Canoeing club team, WCP staff, National Association Talent staff, National Sports Councils Talent staff

### 7.6 Facilities Group

The Purpose of this Group will be to fully explore and propose;

- How to ensure the facilities at Nottingham are conducive to developing elite athletes
- How to ensure the facilities across the Pathway are suitable for the development of talented paddlers
- How to identify and develop alternative facilities for training and competition, in the UK and overseas

<b>Composition of Facilities Group</b>	
<b>Name</b>	<b>Stakeholder Group</b>
<b>Andy Maddock (Chair)</b>	World Class Programme staff
Gemma Wiggs	British Canoeing Staff
Paul Darby-Dowman,	World Class Programme Staff
Dan Thompson	England Talent Staff
Tim Scott	Club/Independent
Charlie Barwis	England Talent Staff
Emilia McAllister-Jepps	Athlete Rep Group Chair
Katie Reid	World Class Programme Athlete
Laura Duffin	World Class Programme Staff

**Consultation:** As the work within this group develops it will consult with the following groups; EIS, UK Sport and Sport England, WCP staff, National Association Talent staff, Clubs

### **Financial Planning Group**

The Financial Planning Group will consist of the CEO, PD and members of the Finance Team.

**END  
11.07.20**