

England Talent Slalom Programme Nov 2017-2018 Inclusion Criteria

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.

To deliver our vision a series of development models, benchmarks and programmes have been created to ensure that fundamental competencies and skills required at the elite level are developed within our athletes. These models and benchmarks are tiered to ensure they are developmentally appropriate and ultimately align to the Senior Olympic Medallist development model: the “What It Takes To Win model” (WITTW).

Athlete progression and development is tracked and informed by a process of bi-annual Athlete Profiling. Athlete Profiling is central to the programme and is a means to help define key skills, attributes and capabilities, it also *informs* programme inclusion decisions and also impacts on the competition, coaching and education curriculums.

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 U23 athletes just below the Podium Potential Programme who are based at a High Performance Centre and who are on

an upward performance curve showing the potential and commitment to progress to Podium Potential level. A maximum of 7 places across the 2020 Olympic Classes will be selected.

- **England National Talent Squad (ENTS)** – Supporting Junior 18 athletes who are in the Premier Division and 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 World Class Podium Potential Programme and longer term senior international success as members of the GB Canoe Slalom Team. A maximum of 16 boats from the 2020 Olympic Classes will be selected.
- **England Super Regional Squad (ESRS)** – Primarily supporting Junior 14-16 athletes who are in the Premier Division or the top half of Division 1 and in some exceptional cases Junior 17 athletes who are in the Premier Division and 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) within 3 years or less. In each region a maximum of 16 boats from the 2020 Olympic Classes will be selected.
- **England Regional Talent Academy (ERTA)** – Primarily supporting Junior 12-14 athletes and in some cases Junior 15 athletes who are regularly competing in Division 2 or 1. To develop and prepare athletes so that within 3 years or less they progress to meet minimum criteria for the England Super Regional Squads. In each region maximum 16 boats from the 2020 Olympic Classes will be selected.

When considering an athlete for any squad in the England Talent programme the main consideration will be whether or not the squad programme meets their individual requirements at their current stage of development. Where possible we will look to be flexible in order to achieve this and direct the paddler onto the appropriate path where applicable.

For example it may be better for a very young athlete who meets the performance criteria for the England National Talent Squad to be selected to a Super Regional Squad which is better able to support them in a similar aged peer group.

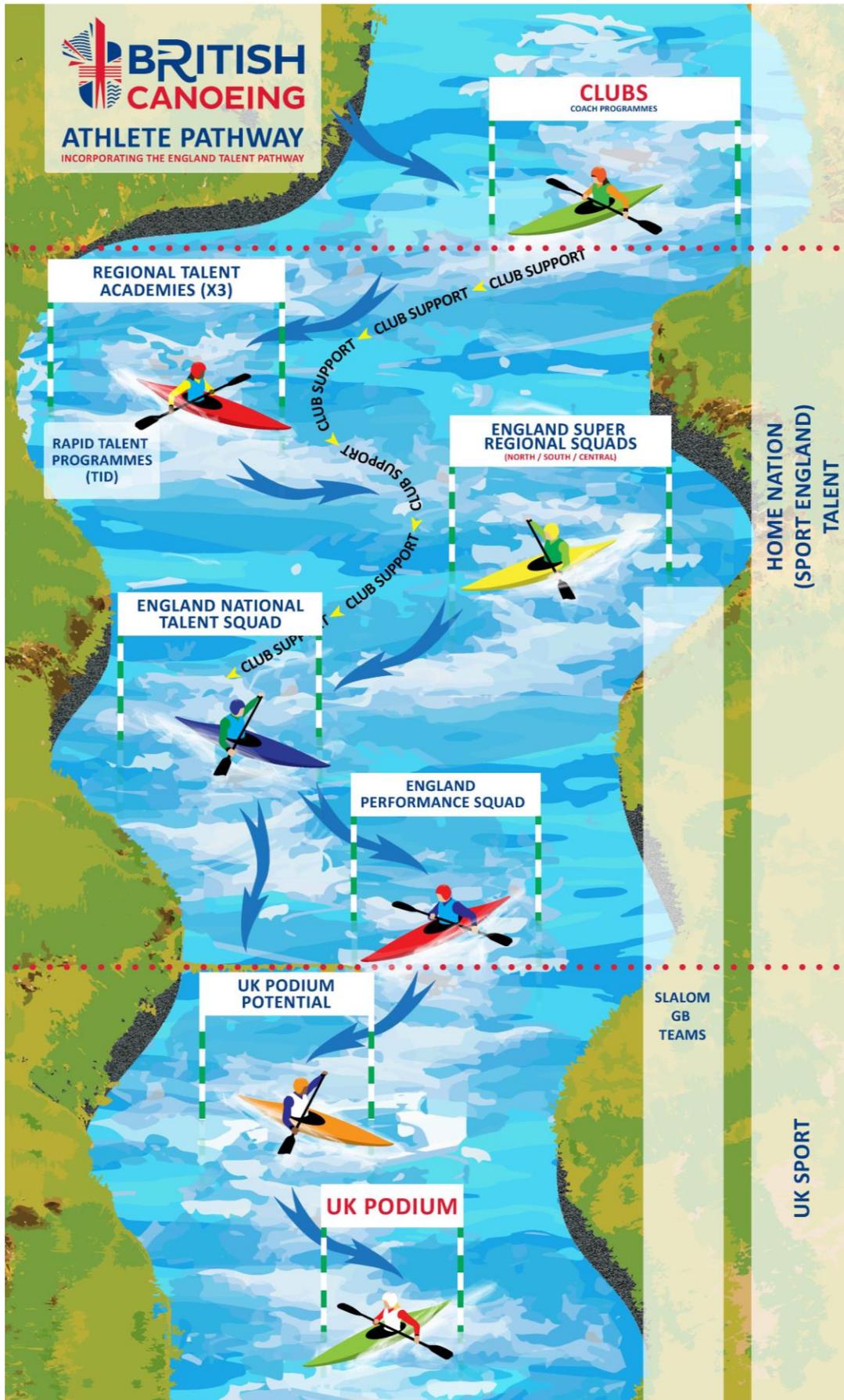
Please refer to the Slalom section within the Talent tab of the British Canoeing website for more details about the England Talent Slalom Programme.

Talent Strategy 2017-2021

The long term aim of the England Talent Programme is to develop a pathway that delivers an oversupply of talented athletes in all Olympic classes to the World Class Programmes. 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.

Challenging Best

Talent Pathway Diagram



3. Squad Inclusion

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

2017 Performance standard

Division 3 or below	Red										
Division 2 bottom half	Amber	Amber	Red								
Division 2 top half	Green	Amber	Red								
Division 1 bottom half	Green	Green	Amber	Red							
Division 1 top half	Gold	Green	Green	Amber	Red						
Prem bottom half	Gold	Gold	Gold	Green	Amber	Red	Red	Red	Red	Red	Red
Prem top half	Gold	Gold	Gold	Gold	Green	Amber	Red	Red	Red	Red	Red
Prem top third	Gold	Gold	Gold	Gold	Green	Amber	Red	Red	Red	Red	Red
Prem top 10 Ranking	Gold	Gold	Gold	Gold	Green	Green	Green	Amber	Amber	Amber	Amber
Racing at Senior Selection	Gold	Gold	Gold	Green	Amber						
Junior team reserve %	Gold	Gold	Gold	Gold	Green	Amber	Amber	n/a			
2017 Junior Team	Gold	n/a									
U23 Reserve	Gold	Green	Green	Amber	Amber						
2017 U23 Euros Team	Gold	Green	Green	Green	Green						
2017 U23 Worlds Team	Gold	Green									
Senior team reserve %	Gold										
2017 Age Squad	U12	U13	U14	U15	U16	U17	U18	U19	U20	U21	U22
	RTA	RTA/	RTA/	SRS	SRS/	SRS/	ENTS/		EPS		
		SRS	SRS		ENTS	ENTS	EPS				

Key

Gold	Priority of available squad spaces will be awarded to paddlers achieving a Gold result, subject to individuals meeting the other elements highlighted in the relevant squad policy.
Green	Minimum standard and will be <i>considered</i> for squad inclusion.
Amber	Paddlers <i>may</i> be considered for programme inclusion based on them achieving or excelling in the other areas highlighted in the relevant squad inclusion document.
Red	Paddlers achieving a red result have not <i>yet</i> met the performance standard required at this age.

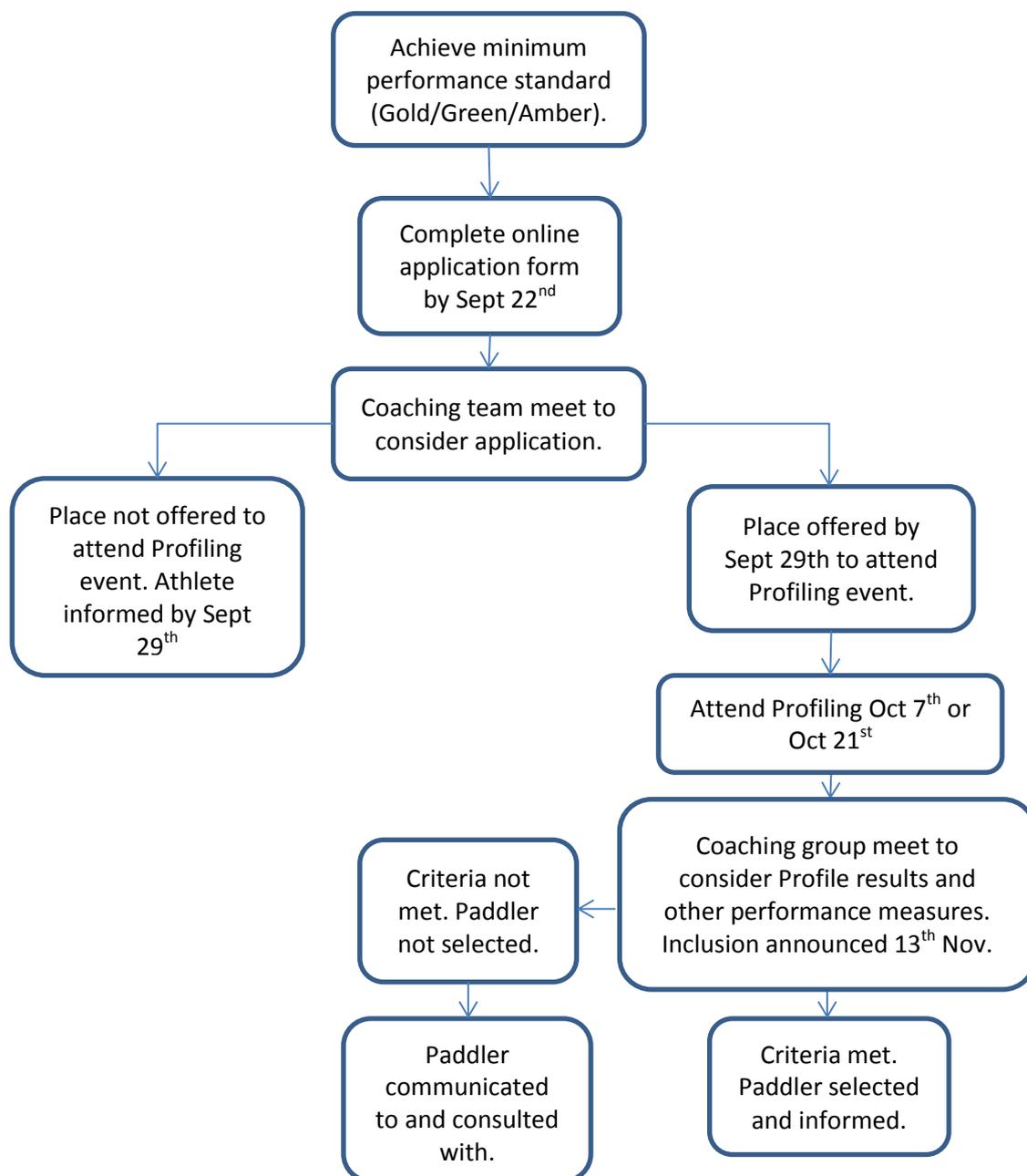
Squad inclusion is not based on the Matrix in isolation; it merely presents a first filter. Athletes achieving the minimum criteria will be considered for inclusion based on assessment of the combination of the criteria, set out below. *No one specific area listed will be considered in isolation.*

- Athlete profiling scores (both an athlete's actual scores against the benchmarks and their trend over a series of profiling events).
- Commitment to training and following a programme of development.
- Regular access to developmentally appropriate moving water.
- Athletes who regularly train and/or compete in more than one class will be strongly considered.
- Willingness to embrace British Canoeing's CORE philosophy and show a strong desire to work towards the behaviours set out in the Winning Habits framework (see appendix 1).
- Be able to contribute positively to the performance training environment.
- Overall performance standard achieved within the season for ENTS and EPS athletes (see appendix 2).

4. Application Process for inclusion Nov 2017- Nov 2018

Athletes that are not currently part of the Talent Programme and wishing to be considered for inclusion:

- **Please complete the online form to register your interest which will be published on the British Canoeing website on the Talent Profile Tab by Sept 22nd 2017.**
- All athletes who complete a registration form will be informed whether or not they have been invited to the Profiling Day by Sept 29th 2017.
- Attend Profiling on Profiling day 7th or 21st Oct 2017.



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 current Talent Programme athletes will be required to attend a Profiling day at HPP on the Oct 7th or 21st 2017.

Alongside domestic and international race results, the data collected during Profiling will form part of the decision making process when considering athletes for programme inclusion and progression. Athletes that are not able to attend a Profiling day will be required to arrange an alternative time and date on an individual basis - only under mitigating circumstances (illness/injury/bereavement) will this be considered.

All athletes will be assessed against the inclusion criteria detailed in this document. They will be informed of their programme status by Nov 13th 2017 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 Senior Leadership Team (SLT) 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 Head Coach – Canoe Slalom on behalf of SLT 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 Head Coach – Canoe Slalom on behalf of SLT.

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 regular review, where the athlete's progression and engagement with the squad programme will be assessed.

Inclusion within the England Talent Programme runs from 13th Nov 2017-1st Nov 2018.

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 the criteria to ensure we create effective training squads, take account of regional differences, and any other exceptional circumstances.

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.

The England Talent Programme is supported by Sport England, funding outcomes now allow us to continue supporting those athletes named to the 2016 winter squad throughout the 2017 season up until 13th Nov 2017. This is subject to squad reviews to assess athlete progression and engagement over the winter period. Athlete and squad reviews will take place after 2017 Junior Selection and an updated programme inclusion will be published by May 2nd. 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.

7. 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 conflicts or potential conflicts, 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.

8. 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.

9. 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.

10. 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.

11. Appeals

If there is dissatisfaction with an inclusion decision this two-stage process will apply:

1. REVIEW

- 1.1. A written request for a formal review is submitted in the first instance to the Slalom Talent Pathway Manager who will carry out a review in consultation with the Canoe Slalom Head Coach.

- 1.2. This must be done within 5 working days of the selection being announced or communicated to the athlete whichever is later.
 - 1.3. Within 10 working days the Canoe Slalom Talent Pathway Manager will advise in writing the outcome of the review and the Selection Panel decision.
2. APPEAL
- 2.1. Where required, the time limits set out below for appeal and decision can be accelerated by the Head of Governance, and if this is required it will be communicated with the outcome of the formal review and the Selection Panel decision under 1.3 above.
 - 2.2. If following the review the athlete wishes to formally appeal the decision, then a written notice of appeal must be submitted to British Canoeing Head of Governance within 48 hours of receiving the outcome of the review.
3. NOTICE OF APPEAL
- 3.1. The Notice of Appeal will set out the ground of the appeal and will include full details of the basis of the appeal, including the precise manner in which the appellant alleges the inclusion criteria has not been followed. The Notice of Appeal should be as full as possible as it will form the basis of the remainder of this procedure.
4. GROUNDS OF APPEAL
- 4.1. The sole grounds of appeal against the inclusion decision will be that there has been a failure to follow the applicable inclusion criteria, or that a decision has been reached on the basis of an error of fact. This appeals process is provided on these limited grounds only, and must not be seen as an opportunity to dispute opinion where proper procedure has been followed.
 - 4.2. There are no appeals allowed against the content of the published inclusion criteria and therefore against the actions of the selection panel, provided they follow the inclusion criteria.
5. APPEAL PANEL
- 5.1. The Head of Governance and Compliance will convene a three person Panel to determine the appeal.
 - 5.2. The Appeal Panel shall contact the Slalom 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 response which they wish to make within 24 hours of receiving the notification.
 - 5.3. The Appeal Panel will determine, 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. It will seek to reach its conclusion within 5 working days of receipt of the Notice, and will inform all interested parties in writing.
 - 5.4. The Appeal Panel will be entitled to rescind the decision of non-inclusion and confirm the inclusion of the Athlete only in clear cases where the inclusion policy has not been followed and it is clear that had it been followed, the Athlete would have been included.

- 5.5. The Appeal Panel shall be entitled to confirm the decision of non-inclusion and reject the Appeal.
- 5.6. The Appeal Panel may also quash the inclusion decision and remit the matter back to the Talent Pathway Manager, highlighting the errors they have identified in the conduct of the inclusion process, and request that a new decision is made within one week.
- 5.7. At its discretion the Appeal Panel may also make an award for appeal costs up to a maximum of £200.

6. FINAL AND BINDING

- 6.1. This is intended to be 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 CEO 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.

END

Appendix 1

Winning Habits Framework

As part of our CORE philosophy, a psychological development curriculum (the Winning Habits framework) has been created to help foster and develop the characteristics and traits commonly displayed by high performing athletes

Motivation	The athlete has a clear ambition and purpose with performance driven goals, enabling them to be the best they can be. They have the passion, commitment, optimism and self-belief that will help them to achieve this.	
Drive	Conscientious and hardworking, with a strong work ethic and clear values, the athlete knows what it takes to succeed and is incessantly prepared to do it.	
Direction	The athlete has defined long and short term goals, created through objective and detailed planning.	
Mental skills	Self-regulation	A skill set of emotional control and behavioural regulation, the athlete has the ability to use them under pressure to achieve the optimal state of arousal.
	Focus	By minimising internal and external distractions, the athlete can maintain focus and attention at the right time to execute specific skills and deliver results.
	Decision making	Good decision making is achieved through tactical knowledge awareness and anticipation. The athlete has optimum thinking prior to the action.
	Flexible / Adaptable	The athlete has the flexibility to effectively deal with any changes and challenges at any moment. Adapting their plan to suit the demands.
Developing Potential	Self-awareness	The athlete is aware of their strengths, weaknesses, values and motivations. They know how they learn best, evaluating their own performance and development.
	Resilience	By dealing with change and adversity, the athlete is able to create a positive sense of worth. They seek help from others through the use of strong problem solving skills.
	Openness to learning	The growth mind-set focuses on openness to learning. The athlete seeks feedback and advice from coaches and support staff, with the desire to constantly improve.
Communication	The athlete has the ability to communicate effectively with others.	

Appendix 2

Performance Standard

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.

EPS U23		Winning Standard	Top 10 in the World	U23 Team Standard
	K1M	100%	<106%	<108%
	C1M	<108%	<115%	<117%
	K1W	<115%	<127%	<128%
	C1W	<130%	<157%	<150%

ENTS 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%	<156%	<156%