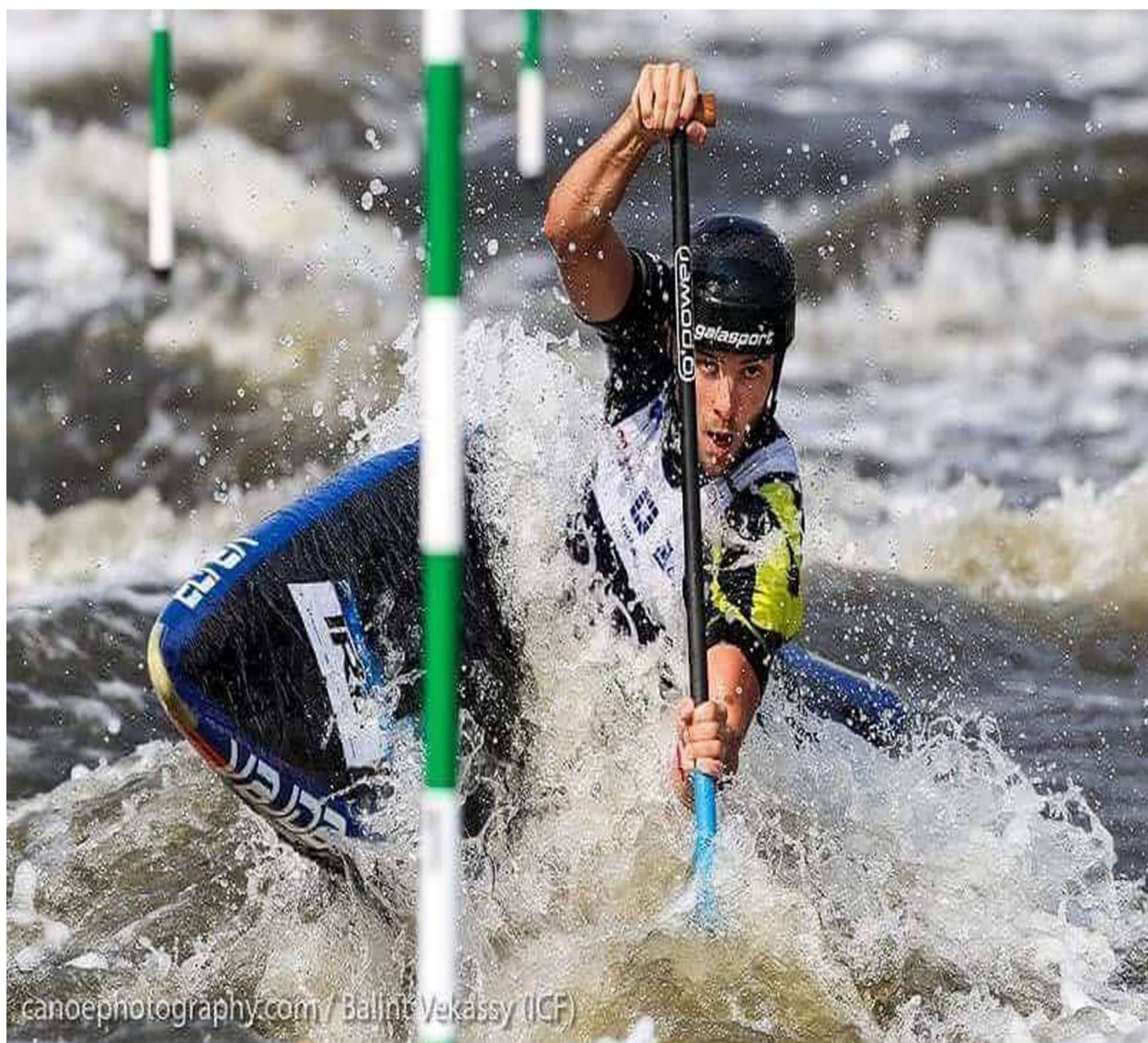


Canoeing

Ireland

PATHWAY TO PERFORMANCE
Paris 2024 & Beyond



High Performance Strategy
September 2019

Contents

Mission.....	5
To support and develop current and future talented athletes by creating clear pathways, systems and programs which will achieve high performance medal results.	5
Introduction.....	5
Background.....	5
Culture.....	6
Vision.....	6
Values.....	6
Integrity – Build Trust, Earn Respect, Be Open & Honest	6
Excellence – Solution Focused, Continuous Improvement, Challenge & Be Challenged	6
Intelligence – Capturing and leveraging knowledge, learning and world leading best practice.....	6
Innovation – Develop and apply world leading innovations to create competitive advantage.....	6
Collaboration – Right people at the right time.....	6
Identity	6
Communications and Cohesion.....	6
Change	6
Leadership & Coaching; the front line in cultural change	7
Empowerment – Winning Hearts and Minds.....	7
Raising the bar; Influencing Performance Culture.....	7
Canoeing Ireland SWOT Analysis.....	7
Funding – A Water Sports Comparison.....	8
Irish Olympic Canoe Sport Participants 1972 – 2012.....	9
Governance	11
Organisational Chart High Performance.....	11
Roles & Responsibilities.....	12
The National Performance Coach (NPC).....	12
The Talent Development Coach (TDC).....	13
Accountability and reporting.....	13
High Performance Director – Roles & Responsibilities	14
Team Selection Policies	14
High Performance Budget Allocations	14
Technical Committees.....	15
Talent Development.....	18
Talent Development Environment and Canoeing Ireland.....	18
Performance Profile & Athlete Assessment.....	19
Performance Profiling	19
Performance Results and Standards - Canoe Sprint.....	21

Canoeing Ireland – Performance Strategy 2020-2024

The Athlete Tiering System	21
Performance Tiering Descriptor.....	23
Tier 1 High Performance Team.....	25
Slalom.....	25
Tier 2 Performance Team.....	26
Tier 3 Performance Pathway	26
Tier 4 Junior Development.....	27
Sport Science Support.....	28
Sport Science & Athlete Support	28
Physiological Testing & Programme Development.....	28
Programme Design.....	29
Sport Ireland Institute.....	29
Other Supports	29
Lifestyle and Transition Support.....	30
Staffing & Resource Requirements.....	30
High Performance Support.....	30
Appendix A	31
High Performance Targets Olympic Games	31
Olympic Games Paris 2024	31
Olympic Games Los Angeles 2028	31
Appendix B	32
Performance Indicators	32
Appendix C	33
High Performance Unit Terms of Reference.....	33





Eoin Rheinisch Irish Canoe Slalom Olympian

Canoeing
Ireland
HIGH PERFORMANCE

Mission

To support and develop current and future talented athletes by creating clear pathways, systems and programs which will achieve high performance medal results.

Introduction

Canoeing Ireland is in the early stages of professionalising the performance structures and systems for our athletes, coaches and support staff. This strategy document will outline the changes in approach necessary to deliver world class performances in a sustainable, achievable and cohesive manner. The strategy will develop and grow over time as we refine our approach and build our athlete base. Consultation with volunteer technical committees, athletes, coaches, Sport Ireland, The Olympic Federation of Ireland and Paralympics Ireland and an examination of international best practice has been used to inform the content. We seek to develop a culture of excellence and dedication to providing world class support which will enable our athletes to perform to their full potential.

In the near future we will be focusing on development initiatives which will identify and target talented athletes who have the potential to populate the performance ranks of the future. We will work to ensure that there is an integrated pathway from participation to performance.

The success of this strategy will be measured biennially against the stated KPI's which look towards Paris 2024 and Los Angeles 2028.

This strategy is designed around a performance driven, athlete centred and coach led system, which provides athletes with world class support services so that they can focus on performance.

Background

The Irish Canoe Union, T/A Canoeing Ireland, was founded in 1960. Canoeing Ireland is the Sport Ireland recognised National Governing Body for seven canoe sport disciplines including the Olympic canoe sports of Canoe Slalom and Canoe Sprint. Canoeing Ireland is affiliated to the International Canoe Federation and the European Canoe Association.

Canoeing Ireland first appointed a High Performance Director in October 2018. This appointment signalled a step-change in Canoeing Ireland's approach to high performance, governance, structures and funding methods.

Culture

Canoeing Ireland's High Performance culture will be built on five supporting pillars.



Vision

One Team, successfully and inspirationally competing on the world stage.

Values

Integrity – Build Trust, Earn Respect, Be Open & Honest

Excellence – Solution Focused, Continuous Improvement, Challenge & Be Challenged

Intelligence – Capturing and leveraging knowledge, learning and world leading best practice.

Innovation – Develop and apply world leading innovations to create competitive advantage

Collaboration – Right people at the right time.

Identity

One Team – One Goal – No Excuses!

Communications and Cohesion

Canoeing Ireland has worked hard to improve communication across all its canoe sport disciplines consistently delivering the message that we are One Team.

Change

Canoeing Ireland is an organisation undergoing significant change, not only from an operational and strategical perspective, but from a cultural perspective also. We will embrace the challenge of winning hearts and minds and deliver on our promise to communicate, collaborate and deliver success.

Canoeing Ireland – Performance Strategy 2020-2024

Leadership & Coaching; the front line in cultural change

Canoeing Ireland's new performance structure from pathway to performance will focus on supporting and developing new and existing leaders within our coaching community. This new community will espouse the positive attributes of transformational leadership and modern coaching principles.

Empowerment – Winning Hearts and Minds

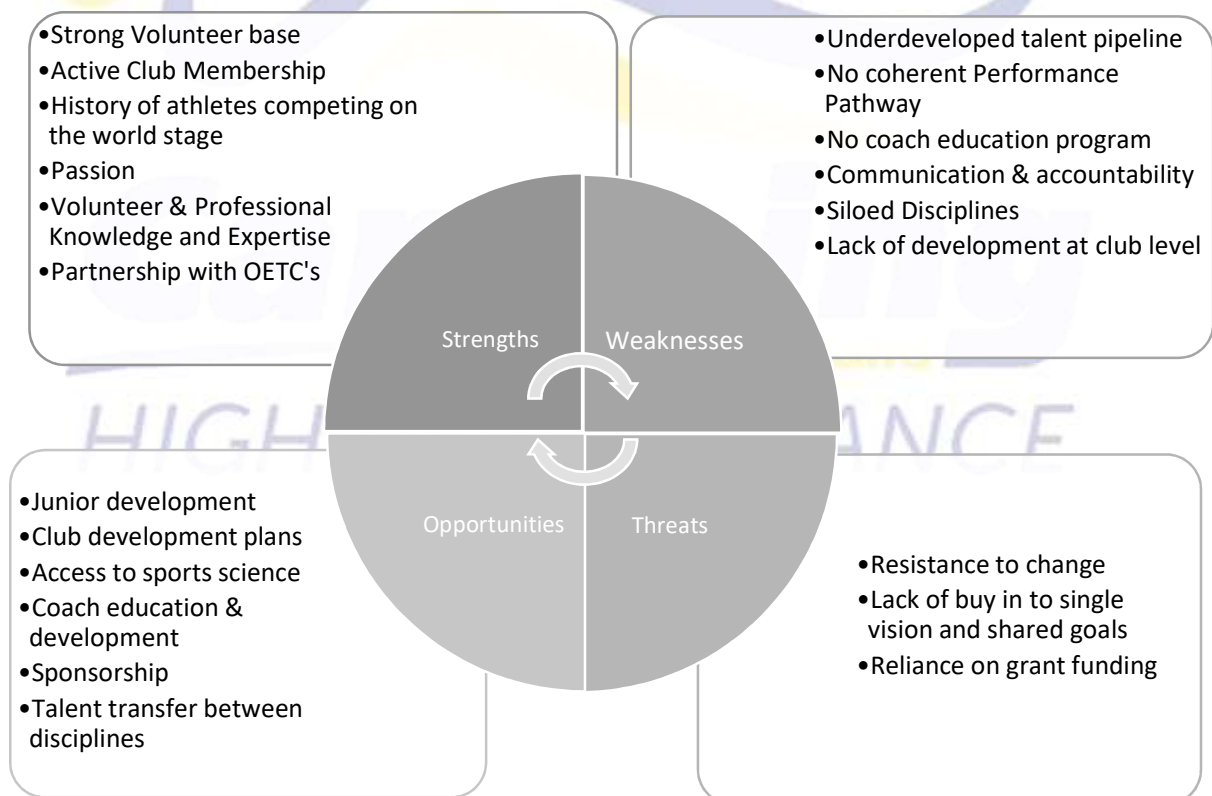
Applying cultural change in performance is a long term process which is designed to bear fruit at senior international high performance level. Like any long term process, staying on track is crucial. Therefore, Canoeing Ireland will ensure that short to medium term achievable goals are in place that act as a measure of success on the journey to success.

Raising the bar; Influencing Performance Culture

One crucial aspect of creating a new performance culture is in our recognition of current excellence while believing in our potential to do better.

Canoeing Ireland will target B finals in Sprint and semi-finals in Slalom as stepping stones to improvement. By raising our expectations, we raise the bar of performance standards and encourage smarter more focused training programmes.

Canoeing Ireland SWOT Analysis



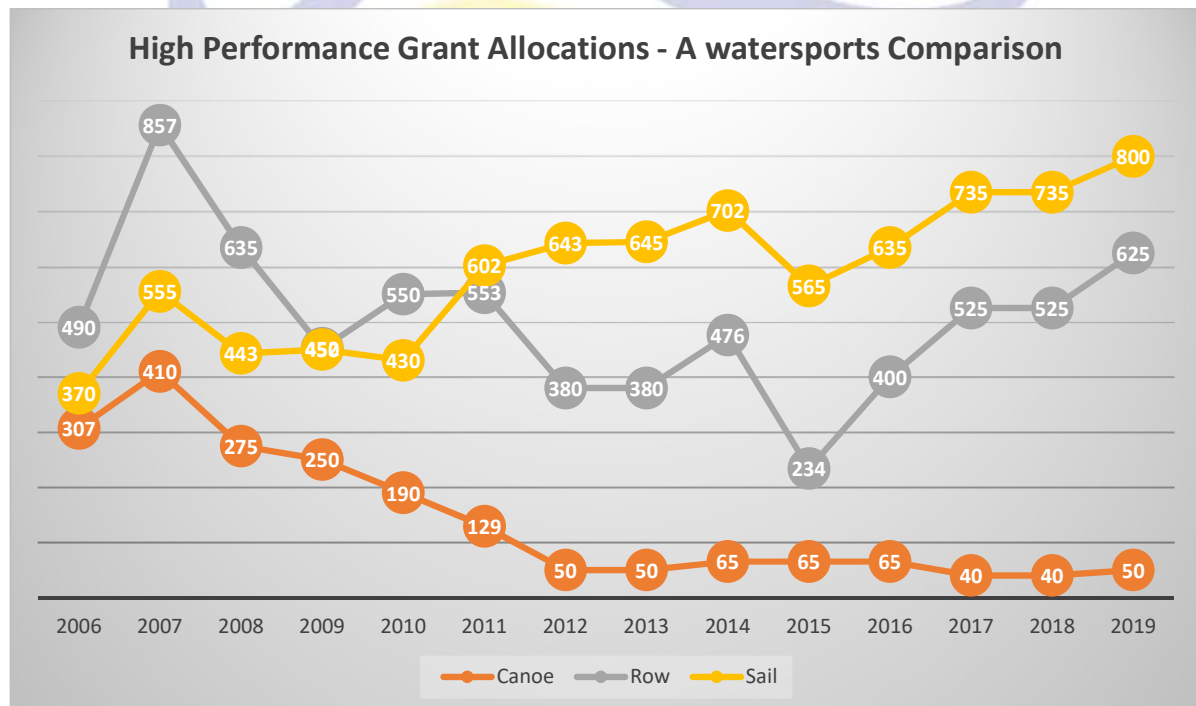
Canoeing Ireland – Performance Strategy 2020-2024

Funding – A Water Sports Comparison

The following picture (Fig 2) shows how Canoeing Ireland's high performance investment budget significantly decreased in 2012, having previously enjoyed similar investments to Irish Sailing and Rowing Ireland in the years preceding 2012. Canoeing Ireland's allocation was reduced from €129,000 in 2011 to €50,000 in 2012 and then further reduced to €40,000 in 2017. The reasons for this reduction in investment include:

- Internal disputes
- Poor governance
- No investment oversight
- No accountability on spend
- No HP Strategy
- No athlete development
- HP Athletes retiring

Sport	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
	0,000	0,000	0,000	0,000	0,000	0,000	0,000	0,000	0,000	0,000	0,000	0,000	0,000	0,000
Canoe	307	410	275	250	190	129	50	50	65	65	65	40	40	50
Row	490	857	635	452	550	553	380	380	476	234	400	525	525	625
Sail	370	555	443	450	430	602	643	645	702	565	635	735	735	800
Total Investment	1167	1822	1353	1152	1170	1284	1073	1075	1243	864	1100	1300	1300	1475
Canoe %	26%	23%	20%	22%	16%	10%	5%	5%	5%	8%	6%	3%	3%	3%

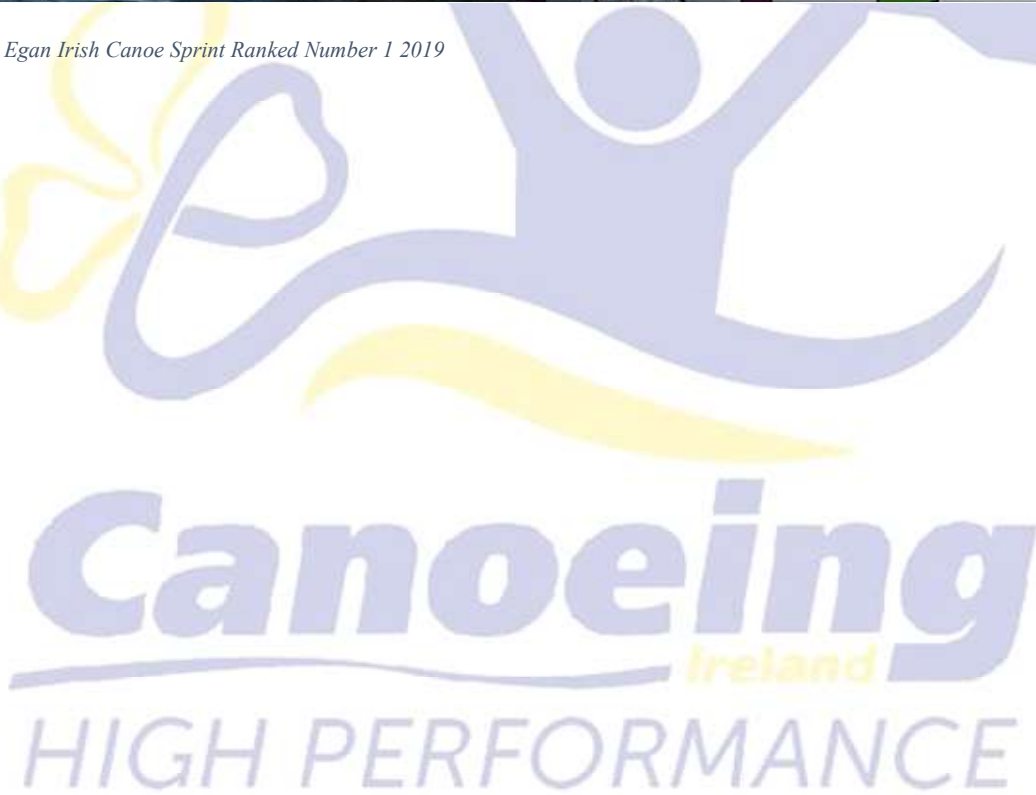


This new performance strategy will address Canoeing Ireland's previous short-comings and create an organisation that is fit for purpose, goal orientated and ambitious in its endeavours to implement good governance, structures and development pathways.

Venue/Year	Slalom	Sprint
London 2012 	Eoin Rheinisch K1M 14th S. Final Hannah Craig K1W 10th Final	Andrzej Jezierski C1M 200m 9th SF 1st B Final
Beijing 2008 	Eoin Rheinisch K1M 4th Final	N/A
Athens 2004 	Eoin Rheinisch K1M 21st Eadaoin Ní Challarain K1W 11th	N/A
Sydney 2000 	Ian Wiley K1M 16th Eadaoin Ní Challarain K1W 18 th	Gary Mawer K1M 500m 30th K1M 1,000m 27th SF
Atlanta 1996 	Ian Wiley K1M 5th Andrew Boland K1M 40th Mike Corcoran C1M 10th Stephen O'Flaherty C1M 25 th	Gary Mawer/Conor Maloney K2M 500m 23rd Gary Mawer/Conor Maloney K2M 1,000m 21st
Barcelona 1992 	Ian Wiley K1M 8th Mike Corcoran C1M 12th	Patrick Holmes K1M 500m 17th SF/ K1M 1,000m 14th SF Conor Holmes/Alan Carey K2 1,000m 23 rd / K2 500m 25th
Seoul 1988 	Not Included in Olympic Programme	Patrick Holmes K1M 1,000m 14th SF Patrick Holmes/Alan Carey K2M 500m 17 th SF Declan Burns/Pete Connor K2M 1,000m 19th
Los Angeles 1984 	Not Included in Olympic Programme	Ian Pringle K1M 500m 16th S. Final Ian Pringle K1M 1,000m 14th S. Final
Moscow 1980 	Not Included in Olympic Programme	Declan Burns K1M 500m 17th Ian Pringle K1M 1,000m 17th
Montreal 1976 	Not included in Olympic Programme	Declan Burns/Brendan O'Connell K2M 500m 19th Ian Pringle/Howard Watkins K2M 1,000m 19th Ian Pringle/Howard Watkins/Declan Burns/Brendan O'Connell K4M 1,000m 18th Michael Keating K1, Qualified but did not compete
Munich 1972 	Gerry Collins K1M 23rd	Annie McQuaid K1W 500m 15th Howard Watkins K1M 1,000m 15th SF Brendan O'Connell/Howard Watkins K2M 1,000m 20th

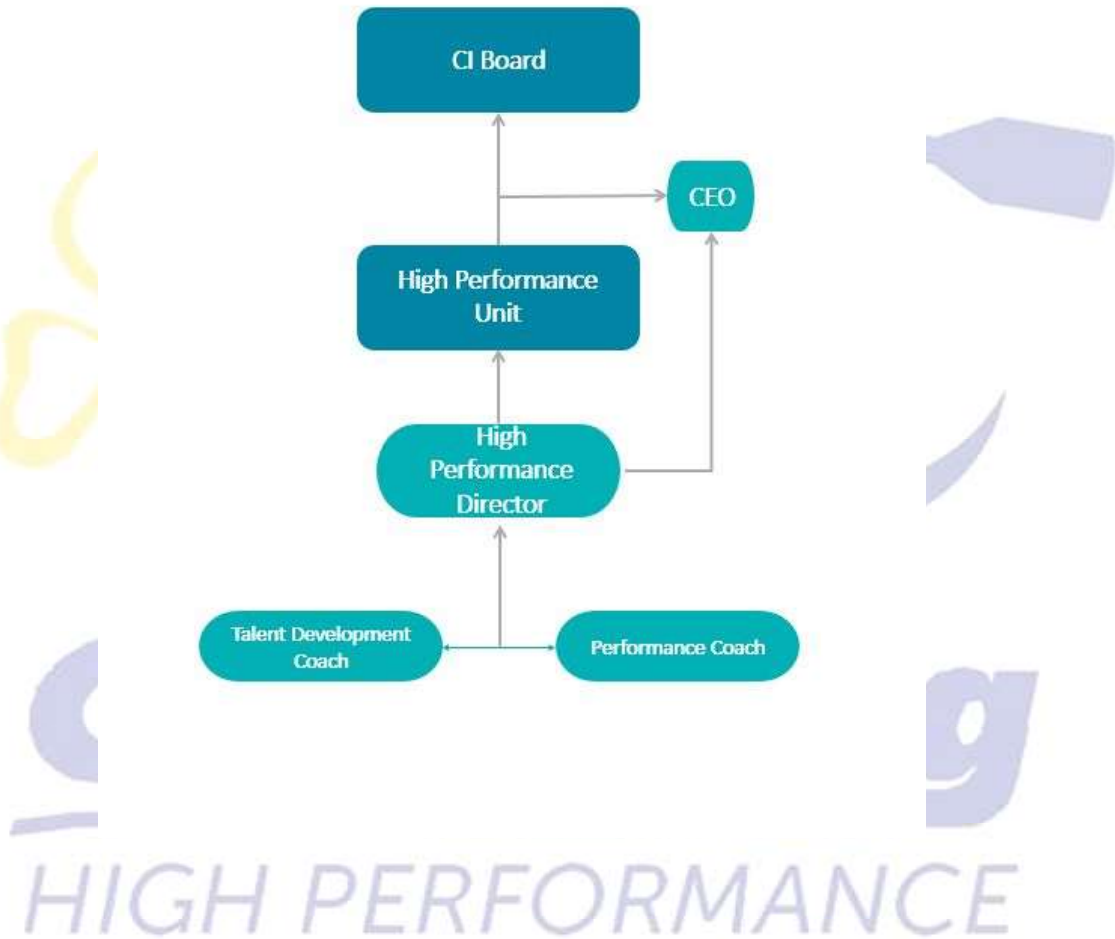


Jenny Egan Irish Canoe Sprint Ranked Number 1 2019



Governance

Organisational Chart High Performance



Roles & Responsibilities

The key to good governance is a transparent organisational structure bedded in professional accountability. The organisational structure depicted in the organisational chart above is similar to that of other sports with a high performance management structure which adheres to recognised best practice.

The High Performance Director will report to the Chief Executive of Canoeing Ireland. The High Performance Director will be responsible for:

- i. HP Budget Allocation
- ii. Team Selection Policy and Selection Panels
- iii. Coach Appointments
- iv. Coaching Contracts
- v. Athlete Contracts
- vi. Coach Development

The High Performance Director will be responsible for communications with:

- i. Sport Ireland
- ii. The Olympic Federation of Ireland
- iii. Sport Ireland Institute
- iv. Sport Ireland Anti-Doping
- v. International Canoe Federation
- vi. The Technical Committees of both Olympic Disciplines

The High Performance Unit (HPU) will be made up of three appointed members as per the terms of the HPU and the National Performance Coach (NPC) of each of the Olympic disciplines. The HPU can, when necessary, invite the expertise of others onto the Unit to discuss specific performance related details when they arise.

The High Performance Unit will be responsible for:

- i. Selection Panel Responsibilities
- ii. Athlete Performance Tiering
- iii. Performance Oversight
- iv. Performance Based Decisions

The National Performance Coach (NPC)

The national performance coach will be appointed by the High Performance Director after a thorough, open and transparent recruitment process. The national performance coach will be responsible for the following:

- i. International athlete performance planning & oversight
- ii. International training camps
- iii. Travel and race support with the international team

Canoeing Ireland – Performance Strategy 2020-2024

- iv. National squad training calendar
- v. Liaising with the HPD on all performance team matters
- vi. Liaise with the TDC

The NPC will sit on the High Performance Unit.

The national performance coach will be contracted to Canoeing Ireland. The contract will be reviewed annually.

The Talent Development Coach (TDC)

The Talent Development Coach will be appointed by the HPD after a thorough, open and transparent recruitment process. The TDC will be invited to sit on the HPU when required to give updates on the National Performance Development Plan. The TDC will have a good working relationship with the NPC. The TDC will be responsible for the following:

- i. Establishing the National Talent Development Plan
- ii. Overseeing the Junior Talent Development Pathway and liaising with club/Club Development Coaches who are engaged with the Schools Programme
- iii. Liaising with the National Performance Coach
- iv. Work with the Technical Committees in organising the national competition and development events calendar
- v. Providing the HPU with development updates
- vi. Organising talent transfer events and cross training events

The TDC will liaise with the Club Development Coaches whose sole responsibility will be development via the Junior Pathway and the Schools Programme. The Club Development Coaches will work with and assist the TDC.

Accountability and reporting

The High Performance Unit will be chaired by the High Performance Director and report to the CEO and to the Board of Canoeing Ireland via written quarterly reports or when requested.

The High Performance Unit meetings will be minuted. These minutes will be maintained and available on the Canoeing Ireland central database.

Team Selection Policies

The development and implementation of team selection policies will be the responsibility of the High Performance Director with input from the relevant Technical Committee. The High Performance Director will liaise with all selection policy stakeholders, athletes, the Board of Canoeing Ireland, the Olympic Federation and Sport Ireland to ensure best practice, transparency and that a fair and correct process is in place and maintained.

All appeal submissions will be dealt with by the High Performance Director in the first instance with the full appeals process being initiated if the need arises (see the Canoeing Ireland appeals process for clarification).

In the event of any selection issues to be discussed and decided on, including pre-selection, deselection and discretionary selection, the High Performance Director will establish a selection panel to administer the relevant decision. All selection panels will consist of five people with the required performance knowledge to oversee key performance decisions. The High Performance Director will invite non Canoeing Ireland members with sought-after expertise onto the relevant selection panels at his discretion. The selection panel will be approved by the CEO of Canoeing Ireland before meeting and commencing business.

High Performance Budget Allocations

The High Performance Director will administer and oversee the high performance budget allocation. The annual budgetary plan will be established by the High Performance Director in consultation with the CEO and submitted to Sport Ireland High Performance Unit at year end. The budget will be administered with the following positions and projects being targeted that have a specific performance focus.

- i. Talent Development Coaching staff
- ii. Athlete development projects (ECA races and/or targeted development camps or races)
- iii. Performance coaching staff
- iv. Athlete support and Sport Science interventions (Access to SII, S&C, Nutrition, Physiology, Sports Psych. Performance Analysis etc.)
- v. Performance athlete race support including coaching, accreditation, physio and gear (see tiered athlete funding system below)
- vi. Team management and staff accreditation at international events

Technical Committees

The work of the Technical Committees is recognised as being crucial to the development of canoe sport in Ireland. The HPD will liaise with the Technical Committees and ensure a smooth line of communication between the HPU and the Technical Committee members. A nominated member of a Technical Committee may attend the HPU meetings when necessary and at the discretion of the HPD.



“Interdependence is a higher value than independence”



Talent Development



Talent Development

The process of talent development (TD) is essential to the success of this strategy. The future of Canoeing Ireland's high performance structures will rely on youth participation and development. The Performance Director will work closely with the Talent Development Coach to implement talent development programs within schools and clubs.

Talent Development Environment and Canoeing Ireland

The key to a workable Talent Development model lies in the culture of its clubs and youth coaching structures (Talent Development Environments). Canoeing Ireland will work to redevelop its coach education models based on the relevant science behind functional Talent Development models. Canoeing Ireland will develop long term principles that underpin a quality Talent Development Environment and learn from the Norwegian models of success which are further explored under Performance Culture and Execution. Canoeing Ireland will work towards:

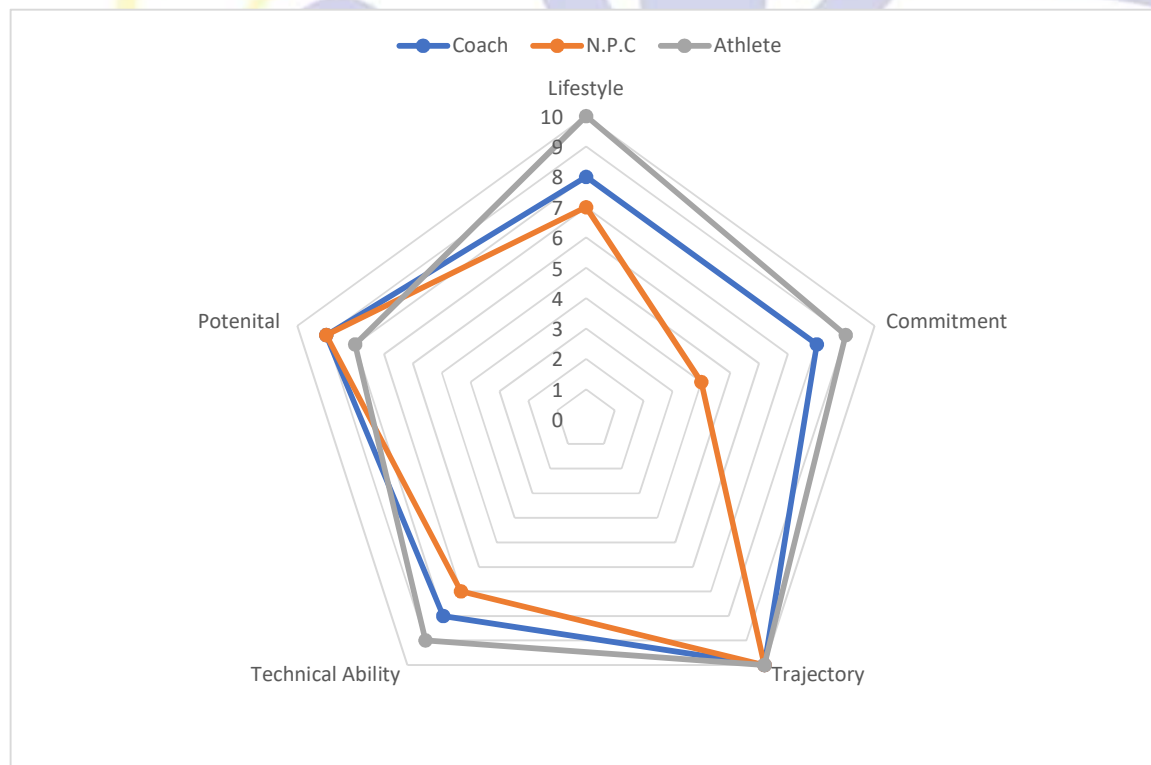
- ✚ Increasing junior participation nationally.
- ✚ Reviewing current coach education modules to reflect the current science behind TID.
- ✚ Providing a diversified sporting experience - avoiding early specialisation.
- ✚ Providing an enjoyable but challenging pathway experience.
- ✚ Providing fun and inclusive competition
- ✚ Creating a holistic ecological approach to Canoeing Ireland TDE
- ✚ Create an open culture of communication

Canoeing Ireland will work towards establishing a Talent Development Environment that will cater for the non-linear nature of development and be effective in translating talent and potential into senior performances.

Performance Profile & Athlete Assessment

Performance Profiling

Canoeing Ireland High Performance will utilise a profiling procedure encompassing the use of a scale to determine the relative importance of each quality. The utilisation of this performance profiling system allows the High Performance Director and the National Performance Coach evaluate an athlete's performance trajectory in any given competition year. The athlete's performance trajectory and performance results may influence the amount of funding support they will receive within a competition year as it may be used to assist in the Tiering aspect of Canoeing Ireland's proposed support mechanism.



Sample Performance Profiling Spider-graph

Further assessment of an athlete's physiological attributes will be conducted at the UCD Human Performances Lab. These results will also aid any decision being made about an athlete's inclusion in any high performance tiering bracket.

Performance profiling graphs will be used to assess the athlete's technical racing ability as well as the athlete's commitment to the programme. Additional areas like time in the sport, age category, their progression over the years involved, their behaviours and level of commitment will also be taken in to account by the High Performance Unit.

The results of this technical performance profiling will complete the overall performance profiling of the athlete. These results and interpretations will aid the High Performance Unit in all discussions relating to athlete tiering and support.

Table 1

Target Percentage of the leading Irish boat to be achieved in each race. This is provided for guidance purposes. It is the total selection percentage (equal to Target % *3) that must be achieved per table below			
	Senior %	Under 23 %	Left blank
MK1	105	108	
WK1	123	134	
MC1	113	116	
WC1	132	140	

Table 2: The sum of the percentages from the three races must be equal to or less than the total Percentage that is shown below in table 2.

Total Percentage of the leading Irish athlete To be achieved by adding the percentages achieved in the three races.			
	Senior	Under 23	Left blank
MK1	315	324	
WK1	369	402	
MC1	339	348	
WC1	396	420	

Performance Results and Standards - Canoe Sprint

Irish Canoe Sprint athletes may achieve performance standard by racing at the Nottingham Regatta which is held by British Canoeing. The Nottingham Regatta is the British team selection race for all K1 class boats. It has been a long standing tradition that while Ireland lacks the internationally accepted facilities to runs such a race, the Irish team use the British selection race to achieve objective and error free performance results.

Below are the results required at the Senior Nottingham Regatta for athletes to achieve Irish Team placement for World Cup 1 and World Cup 2.

K1 – Men’s Top 6 Finish Men’s A*

K2 – Men’s Top 3 Finish Men’s A*

K4 – Men’s Top 1 Finish Men’s A*

C1 – Men’s Top 1 Finish Men’s A*

K1 – Women’s Top 6 Finish Women’s A*

K2 – Women’s Top 3 Finish Women’s A*

K1 - Men’s K-Para Top 6 Finish Men’s K-Para

To achieve access to the Canoe Sprint World Championships an athlete must finish within the top 18 of a chosen distance at one of the two World Cups. Athletes who do not make performance criteria for Canoe Sprint can apply for discretionary selection as per the rules of the Canoe Sprint Team Selection Policy.

The Athlete Tiering System

Athletes who are successful at national team selection events will be eligible to compete at other international ICF events for Canoeing Ireland and as per the rules of each Canoe Sport disciplines selection policy. The successful athletes will form the Canoeing Ireland Performance Team. The High Performance Director will write to each of the successful athletes confirming their place on the national team once all internal appeals have been concluded.

The athlete tiering system will dictate the possibility of High Performance funding and support an athlete may receive in any given year. The athlete tiering system criteria will be established by the High Performance Unit and will consist of different levels of support both financial and otherwise.

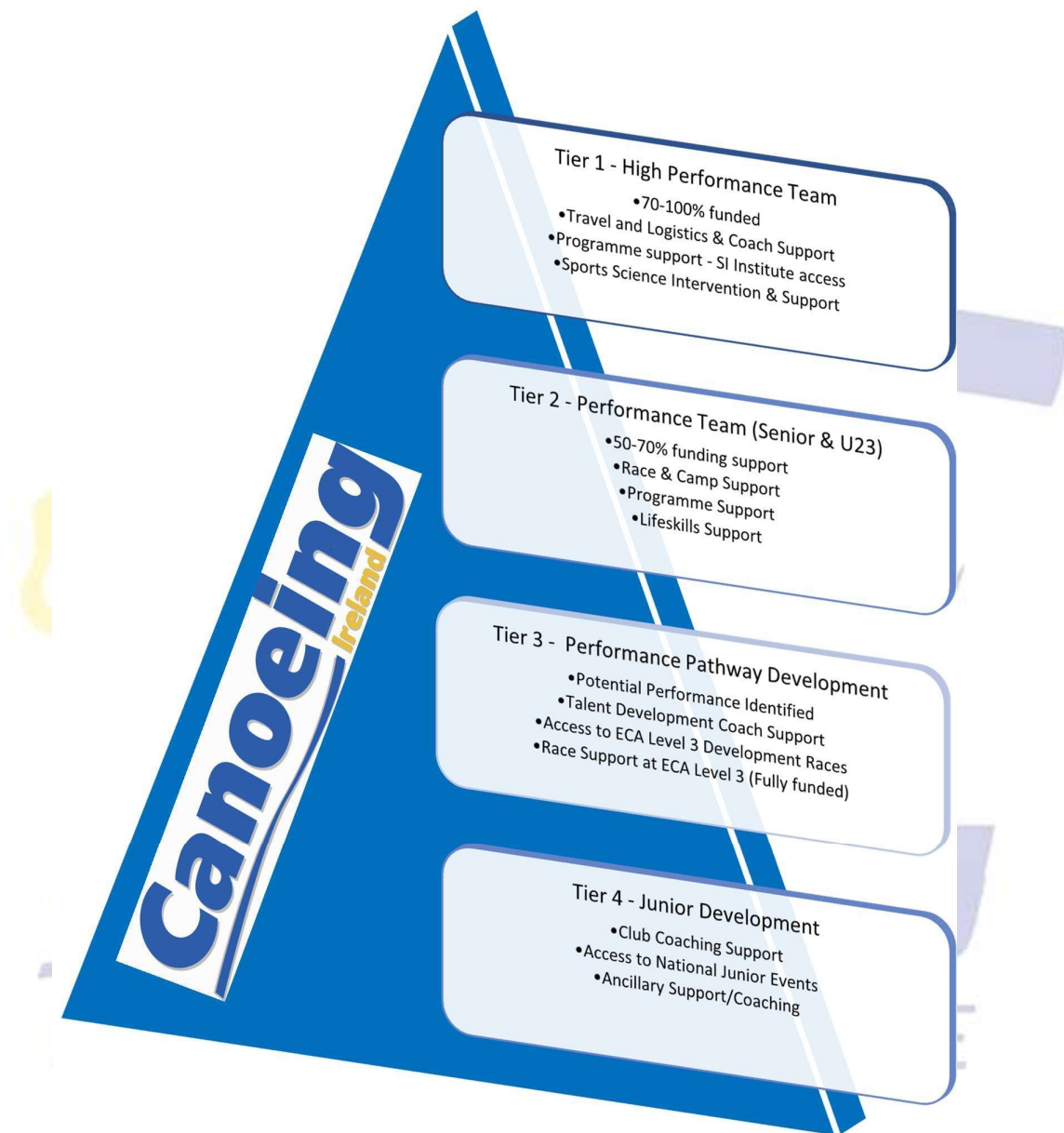


Robert Hendrick, Ranked 11th Senior World Championships 2019

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HIGH PERFORMANCE

Performance Tiering Descriptor

Fig 2:



NB – The amount of funding available to athletes in any given year is determined by the HP grant allocation from Sport Ireland. Funding models will be subject to the amount received and is not guaranteed. The High Performance Director in consultation with the High Performance Unit will inspect all aspects of an athlete’s performance trajectory, including performance profiling, physiology and performance history before confirming any funding support to an athlete.



Ronan Foley Irish Canoe Sprint Ranked 6th U23 World Championships 2019

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HIGH PERFORMANCE

Tier 1 High Performance Team

Athletes applying for access to the Canoeing Ireland High Performance Team will in the first instance have achieved the following minimum performance criteria in the preceding competition year:

Slalom

- Top 11-20 at Senior World Championships
- Top 11-15 at Senior European Championships
- Top 11-25 in Men's K1 end of season World Cup rankings
- Olympic Qualification
- Junior/U23 Top 5 finish at European/World Championships Sprint
- Junior/U23 Top 5 finish at European/World Championships
- Top 4-9 at European Games
- Top 11-18 at Senior World/European Championships
- Top 11-18 at Olympic Games

The High Performance Unit in making Tiering decisions will also consider, but will not be limited to, the following factors;

1. Future potential
2. Fitness to perform / injury during the season in question
3. Additional areas like training history, time in the sport, whether they are Junior, U23 or Senior athletes, their progression over the years involved, their lifestyle behaviours and level of commitment will be taken in to account
4. Physiological test results

Applications from athletes wishing to be members of the Canoeing Ireland High Performance Team will be sent to the Canoeing Ireland High Performance Director. All applications will be reviewed by the High Performance Unit. Athletes will be informed of the status of their applications by the High Performance Director no later than three weeks after submission.

Canoeing Ireland – Performance Strategy 2020-2024

Tier 2 Performance Team

Athletes who reach the minimum Team Selection Criteria laid out in the Team Selection Policy will be deemed members of the Canoeing Ireland Performance Team for the season ahead.

Slalom:

Athletes may achieve percentage selection to the places available on the senior and under 23 teams, in ranking order and taking into account those places assigned by preselection, by finishing with the lowest time (including penalties), as a percentage of the leading Irish boat time, at each of the designated athlete selection events subject to the athlete assessment process.

Sprint:

Senior Nottingham Regatta **Olympic distances only

K1 – Men's Top 6 Finish Men's A*

K2 – Men's Top 3 Finish Men's A*

K4 – Men's Top 1 Finish Men's A* C1

– Men's Top 1 Finish Men's A*

K1 – Women's Top 6 Finish Women's A*

K2 – Women's Top 3 Finish Women's A*

K1 - Men's K-Para Top 6 Finish Men's K-Para

Tier 3 Performance Pathway

Athletes who are unsuccessful at making the performance criteria set out in Tier 2 may be eligible for support within Tier 3 Performance Pathway. Tier 3 athletes will have access to the Talent Development Programme overseen by the Canoeing Ireland Talent Development Coach (TDC). The TDC along with the Technical Committees will have established the Performance Pathway competition calendar. These competitions will allow pathway athletes access to competition that will encourage and nurture future potential.

The High Performance Unit in making Tiering decisions will also consider, but will not be limited to, the following factors;

1. Age and future potential
2. Fitness to perform / injury during the season in question

Canoeing Ireland – Performance Strategy 2020-2024

3. Additional areas like training history, time in the sport, whether they are Junior, U23 or Senior athletes, their progression over the years involved, their lifestyle behaviours and level of commitment will be taken in to account

Race support coaching at the ECA Level 3 slalom events and Developmental Sprint Regattas will be fully funded by Canoeing Ireland High Performance.

Tier 4 Junior Development

Junior development athletes will have access to Club Development Coaches and the National Talent Development Programme including camps, regional competitions and national competitions.

Canoeing Ireland High Performance will endeavour to subsidise costs for developmental competitions and camps as much as is possible and ultimately depends on the HP budget allocation and spend each year.





Liam Jegou, Canoe Slalom U23 World Bronze Medallist

Sport Science & Athlete Support

Athletes who have been successful in achieving performance support percentages and results will be eligible for several sports science interventions as part of the High Performance funding support scheme.

Each individual athlete will be assessed (needs analysis), and their strengths, weaknesses and future potential will be examined in a bid to evaluate what interventions, if any, are needed to support the athlete along their performance trajectory *See Performance Profiling on page 45.

Physiological Testing & Programme Development

As a starting point, every athlete who applies for High Performance Tiering will have access to physiological testing to support their programme development. Canoeing Ireland High Performance have forged a working relationship with the Human Performance Test Laboratory at University College Dublin where the following testing facilities are available to our High Performance structures.

- ✚ Anthropometry Evaluations
- ✚ VO2 Max Testing
- ✚ Blood Lactate Threshold Testing
- ✚ Wingate Testing (Adapted to the physical characteristics of canoe sport)
- ✚ DEXA Scanning (Body Composition)
- ✚ Force/Velocity Profiling
- ✚ Peak Power Analysis

These test facilities will be crucial in enabling S&C/coaches design programmes for their athletes that are tailored specifically for them. Once an athlete has their programme and performance plan complete, they will be assessed and retested periodically throughout the season and when necessary as part of the athlete assessment criteria which is overseen by the High Performance Unit.

Programme Design

On establishing an athlete's physiological profile via performance lab testing. Canoeing Ireland High Performance will ensure that our high performance athletes and athletes showing potential to perform at a high international standard will have programmes designed for them that will allow them to realise their true potential. Programmes will be guided by the very latest in sport science literature and be tailored to each individual athlete to create the very best in smart training design.

Sport Ireland Institute

Canoeing Ireland High Performance has established a good relationship with the Sport Ireland Institute. The Institute has provided services to Canoeing Ireland in the form of Performance Psychology and Nutrition in 2019. It is envisaged that this relationship would be further enhanced as our High Performance athletes settle into their respective programmes. Canoeing Ireland High Performance will seek the guidance and the professional expertise that the Sport Ireland Institute can provide athletes on a positive performance trajectory and with a specific training programme.

Other Supports

Canoeing Ireland will strive to create a positive competition environment for our performance athletes by providing physiotherapy support at major international tournaments.

Canoeing Ireland – Performance Strategy 2020-2024

Lifestyle and Transition Support

Canoeing Ireland will, in time, have several athletes who are approaching their transition phase from high performance sport to retirement. Canoeing Ireland will provide support which will ensure that athletes will transition from their sport in a manner that has a positive impact on their identity and mental wellbeing. Canoeing Ireland will where possible assist in retired athletes returning to education or the workplace. Canoeing Ireland will encourage retiring athletes to remain active in Canoe Sport where the athlete can positively influence the coaching and/or development structures of the organisation.



Staffing & Resource Requirements

High Performance Director

Canoe Slalom Talent Development Coach

Canoe Sprint Talent Development Coach

Canoe Slalom National Performance Coach

Canoe Sprint National Performance Coach

High Performance Support

Travel & Logistics

Race Support

Sport Science

High Performance Targets Olympic Games

Olympic Games Paris 2024

Canoeing Ireland will target the Paris Olympic Games with the view to having Irish athletes qualify for the event and achieve results in the following classes:

Canoe Slalom

Men K1 (Finals Top 10)

Men C1 (Finals Top 5)

Canoe Sprint

Men K1 1000M (A Final)

Men K2 1000M (A Final)

Olympic Games Los Angeles 2028

Canoeing Ireland will target the Los Angeles Olympic Games with the view to having Irish athletes qualify for the event and target podium finishes in the following classes:

Canoe Slalom

Men K1 (Finals Top 5 to Podium)

Men C1 (Finals Top 5 to Podium)

Women K1 (Finals)

Women C1 (Finals)

Canoe Sprint

Men K1 1000M (Top 5 to Podium)

Men K2 1000m (Top 5 to Podium)

Women K1 200m (Top 5)

Women K2 200m (A Final)

Performance Indicators

As a method of measuring the success of the strategy, Canoeing Ireland will target the following key international championships in 2022 with a view to securing the following results:

Canoe Slalom

European Championships

Men K1 (Finals)

Men C1 (Finals to Podium)

Women K1 (Semi Finals)

Women C1 (Semi Finals)

World Championships

Men K1 (Finals)

Men C1 (Finals to Podium)

Women K1 (Semi Finals)

Women C1 (Semi Finals)

Canoe Sprint

European Championships

Men K1 1000m (Top 11- 1st B Final)

Men K2 1000m (Top 15 – 6th B Final)

Men K1 200m (Top 15 – 6th B Final)

World Championships

Men K1 1000m (Top 11- 1st B Final)

Men K2 1000m (Top 15 – 6th B Final)

Women K1 200m (Top 15 – 6th B Final)

Appendix C

High Performance Unit Terms of Reference

TERMS OF REFERENCE

Canoeing Ireland High Performance Unit

(the “HPU”)

1 Function

The HPU is established by Canoeing Ireland for the purpose of acting in an expert advisory capacity on all elements of high performance Canoe Sport in Ireland. This includes overseeing the development and execution of the high performance strategy and providing critical support to Canoeing Ireland’s Performance Director.

2 Reason Established

The HPU makeup is competency based and will be appointed by the board of Canoeing Ireland. It will advise the Canoeing Ireland Board on all matters relating to the development and ongoing management of a world leading high performance Canoe Sport system for Ireland.

3 Responsibilities

- 3.1 Advising on the development of and execution of Canoeing Ireland’s high performance strategy.
- 3.2 Supporting Canoeing Ireland’s Performance Director in all areas relating to the delivery of the high performance programme.
- 3.3 Providing critical oversight of the high performance plan in terms of annual programmes and budget prior to its submission to Sport Ireland.
- 3.4 On-going oversight and monitoring of the performance plan and budget against agreed objectives.
- 3.5 Development of Canoeing Ireland policies related to high performance.
- 3.6 Consultation and oversight on performance reviews following major competitions.
- 3.7 Approval of high performance athlete selection policies and athlete/coach agreements/contracts.
- 3.8 Consulting on international coaching and managerial appointments in accordance with clause 6.2
- 3.9 Through the Performance Director the HPU will make high performance related policy recommendations and report to the Board of Canoeing Ireland on quarterly basis or when considered necessary.

4 Composition

The HPU shall be comprised of a minimum of 5 members, three of whom will come from sports outside of canoeing and have a background in performance.

- 4.1 Chairperson will have a performance background and be from outside of Canoeing.
- 4.2 The Canoeing Ireland Performance Director
- 4.3 A minimum of three board appointed members with the required skill set to make decisions relevant to a high performance environment.
- 4.4 The Canoeing Ireland Chief Executive Officer shall receive notice of and have the right to attend (but not vote at) meetings of the Unit.
- 4.5 In addition, the HPU may invite other individuals to attend any HPU meeting (including any third party with expertise that may be required). Such individuals will attend HPU meetings by invitation only and are not members of the Unit.

5 Meetings

- 5.1 The HPU shall meet a minimum of three times during the calendar year and at other times as considered appropriate by the Chairperson.
- 5.2 The meeting agenda and all documentation will be circulated one week before the meeting date and will be set and agreed between the Chairperson and the Performance Director.
- 5.3 Meeting minutes will be circulated as soon as possible following each meeting.
- 5.4 Where possible meeting dates will be set for the year at the beginning of the year.

6 Operational Matters

- 6.1 A minimum of one member of the HPU will be included in any interview panel convened for the appointment of a coach or manager to national teams.
- 6.2 Subject to the approval of the Board, the HPU may engage experts or advisors to provide advice on High Performance matters as the HPU may deem appropriate.

7 Confidentiality

All members of the HPU or invited experts will observe appropriate confidentiality of the meetings and outcomes in order to protect the nature of the work of the group, its discussions and decisions.

