

# The ASA Strategy 2009-2013

More than a governing body



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# 1. Introduction

During the past six years, since swimming launched its Vision for the sport in 2002, the ASA has made excellent progress in delivering its core objectives, as well as taking massive strides in providing leadership to the industry in terms of:

- Setting a culture change agenda to increase participation in the sport.
- Driving quality into the voluntary sector through swim21 to strengthen the talent pathway.
- Revitalising the training of swimming teachers, coaches and officials with a programme, supported by the industry, to challenge the best in the world.
- Delivering swimming pool programmes which reflect not only the need for income, but also the necessity of pool designers to design pools which meet world class environmental standards whilst still meeting the needs of customers.

All that has positioned the ASA as the industry's leader. The ASA works in close partnership with pool owners - in both the private and public sector - with a range of pool operators and with all the key agencies in the industry. It is, as this document suggests, *more than a national governing body*.

The ASA has reviewed its Strategy for the next four years (2009 through to 2013).

**A Vision for Swimming** (2009-2013) identifies four objectives:

- Ensure everyone has the opportunity to learn to swim.
- Offer everyone the opportunity to enjoy swimming, or water-based fitness activities for health and fun, throughout their lifetime.

- Ensure everyone achieves their different personal goals throughout their lifetime.
- Ensure the nation achieves gold medal success on the world stage.

The ASA recognises it cannot fully deliver all of its objectives alone, but needs to work with a range of partners and will continue to do. It also recognises the massive challenges it faces to reach new participants. With this in mind, the ASA is looking to modernise the sport and to make it more attractive to today's young people, as well as those who are older, in order to achieve its objectives. It is also committed to finding new customers.

With the London 2012 Olympic Games on the horizon, people are very conscious of the need to be more active. The ASA feels that the lead up to the Olympics will provide a critical period in which it could deliver its challenging and exciting Strategy to help people to achieve their health goals.



Chief Executive, David Sparkes

## 2005-2009 Key Successes and Outcomes

The following are examples of the successes of the ASA over the last four years which demonstrates not only the delivery of its Strategy, but some of the other opportunities which arose during that period.

### Corporate

- Eight ASA Regions established.
- Membership increased by 35%.
- First organisation to achieve the Intermediate level of the Equality Standards.
- Achievement of the Intermediate level of the Sport England Child Protection Charter.
- Consistent attainment of Green level of the Sport England Assurance Statement.
- Increased level of partnership with sponsors - created increased threefold investment.
- Brand revitalisation project - review and repositioning of the ASA brand, including launch of new corporate identity.
- Surpassed the two million barrier on annual sales of Kellogg's ASA Awards Scheme.

### Learn to Swim

- Over 135,000 participants took part in the intervention programme (Top Ups), with 81,000 achieving 25metres and above. Significant improvement was observed in the confidence and aquatic ability of the remaining participants.
- 963 number of pool locations now operating exclusively with the ASA programmes.
- New National Plan for Teaching Swimming (NPTS) launched including Fundamentals for all disciplines.

### Workforce Development

- UK Coaching Certificate introduced across all disciplines.
- Introduced Teacher/Coach Licensing scheme.
- Introduced new quality assured Continuing Professional Development Programme.
- Fitness qualification endorsed by the Register of Exercise Professionals (REPs).
- Over 40,000 teachers and coaches trained.
- The only sports coach UK accelerated trailblazer sport for the UK Coaching Framework.
- Volunteering policy adopted.

- New Team Manager training programme created and delivered to 1,542 Team Managers.

### Health and Lifelong Participation

- Everyday Swim pilots established resulting in recognition that culture change is required in the industry.
- Investment and support from Primary Care Trusts (PCTs) for swimming, for example in Hull and East Riding, Barking and Dagenham and many of the Everyday Swim areas.
- 45,000 swimmers engaged through pioneering Kellogg's Swim Active projects which removed barriers to participation. Most successful free swim promotion ever with in excess of 918,538 voucher redemptions.

### Athlete Development

- 113 athletes ranked in top 25 in the world.
- One of the first UK School Games (UKSG) sports.
- 492 clubs accredited to the ASA's club development and quality assurance programme: swim21.
- swim21 to bring in line with Long Term Athlete Development (LTAD) principles and inclusive of all ASA disciplines.
- Only non-professional sport to be accepted to deliver the Advanced Apprenticeship for Sporting Excellence (AASE).
- 41 medals achieved in Beijing Paralympics.
- Six medals in Beijing Olympics.
- Third ranked nation in Olympic pool medal table.
- 15% increase in School Club Links.

### Facility development

- Clear London Legacy Plan for the Aquatics Centre.
- Publication of Building Schools for the Future: Added Value from Swimming.
- CCDP funding: Two major swimming pool refurbishments 19 minor work developments.
- Four 50-metre swimming pool projects completed: Crawley, K2 Centre; Leeds, John Charles Centre for Sport; Liverpool Aquatics Centre; Sunderland Aquatics centre.
- Nine 50-metre swimming pools confirmed or under construction, at seven sites; London Aquatics Centre has two and the Hillingdon project has an indoor and an outdoor 50metre pool.
- Twelve 25-metre 8-lane pools completed.

## 2. Executive Summary

### Background

The ASA started the process to develop its 2009-13 Strategy in July 2007. Feedback from the previous Whole Sport Plan highlighted the need to include all interested parties in the consultation process, particularly those responsible for delivery. The principle of developing the Strategy from the “bottom up” has been applied to this current document.

The ASA’s regions were asked to produce strategies (1) that identified key themes, which were then adopted for the National Strategy and a template developed. National leads were appointed to take each theme forward and feedback was provided to the regions to develop the second draft of their strategies. There has been significant two-way communication between the regions and the national leads to refine the drafts. Much work has been done on the setting of key performance indicators (KPIs) and the collection of baseline data.

### (1) The ASA regional strategies

North East: <http://www.swimmingstrategy.org/ASA/northeastregion.htm>

North West: <http://www.swimmingstrategy.org/ASA/northwestregion.htm>

West Midland: <http://www.swimmingstrategy.org/ASA/westmidlandregion.htm>

East Midland: <http://www.swimmingstrategy.org/ASA/eastmidlandregion.htm>

East: <http://www.swimmingstrategy.org/ASA/eastregion.htm>

London: <http://www.swimmingstrategy.org/ASA/london.htm>

South East: <http://www.swimmingstrategy.org/ASA/southeast.htm>

South West: <http://www.swimmingstrategy.org/ASA/southwest.htm>



## Learn to Swim

Swimming's vision includes the clear statement "to ensure everyone has an opportunity to learn to swim" - this should be through a fully inclusive programme, regardless of age, ability or ethnicity.

Our objective is linked to that of the Government's - that every pupil should be taught to swim unaided for a sustained period of time over a minimum length of 25 metres by the time they reach the end of Key Stage 2 (primary school) (2).

The responsibility for leading on the teaching of swimming, inclusive of all aquatics, rests with the ASA. There are local differences in the way partnerships, schools and local authorities achieve their objectives, however, the general approach includes the following:

- Production of best practice documents for the teaching of swimming which can be used by all external agencies delivering Learn to Swim e.g. schools, local authorities, private swim schools etc. The focus is on ensuring everyone, including specific target groups, has the opportunity to learn to swim (3).
- Provision of education opportunities, linked to the National Framework (Qualification Curriculum Authority - QCA), ensuring that qualified swimming teachers are both educated and trained to consistent standards in line with the national qualification (UK Coaching Certificate).
- Provision of a professional development and licensing system to ensure qualified swimming teachers maintain a high level of knowledge and practical ability.
- Provision of a training programme for school teachers to ensure that Learn to Swim, delivered by schools, is of a consistent and high quality (National Curriculum Training Programme - NCTP) (4).



### Case Study - Learn to Swim

Since becoming a Business partner of the ASA, the Dolphin Centre has received a large amount of support from the ASA. This support and direction has enabled its existing 'Learn to Swim' scheme to operate consistently to standards that help to meet customer satisfaction.

Management, front of house staff and instructors have been able to get a broad understanding of what the new NPTS is about, why it has been implemented and also the benefits it will have for swimmers who are taught using the new syllabus.

*"As part of the management team I believe the implementation of the new NPTS will prove to have a positive impact on swimming from grass-root level up to those that are on the LTAD plan," said Sean Thomas*

- Development of an accreditation system for pool operators that links to the delivery of Learn to Swim programmes, including school swimming.
- Provision of facility strategy guidance and advice to ensure swimming pool facility builders and/or renovators meet the structural configurations necessary to deliver a comprehensive Learn to Swim programme (5).
- To ensure that there is a comprehensive network of "fit for purpose" swimming pools available so that people can access a Learn to Swim programme within a reasonable distance from their home.



## Learn to Swim

(2) Schools strategy

<http://www.swimmingstrategy.org/ASA/schoolstrategy.htm>

(3) National Plan to Teaching Swimming

<http://www.swimmingstrategy.org/ASA/nationalplan.htm>

(4) School Swimming Improvement Programme

<http://www.swimmingstrategy.org/ASA/schoolimprovement.htm>

(5) Armbands to Gold Medals

<http://www.swimmingstrategy.org/ASA/armbands.htm>

## Learn to Swim

**Vision:** To ensure everyone has the opportunity to learn to swim

Outcome 2009-13	How	Target by 2013
85% of children achieving KS2 (primary school) attainment target	Through the implementation of the Schools Swimming Improvement programme	85% of children achieving KS2 (primary school) attainment target  100% of primary schools delivering school swimming



## Health and Lifelong Participation

*NB: References to "swimming" throughout this section should be read as including all the aquatic disciplines, disability swimming and pool activities, such as fun sessions and Aqua Fit, which are not part of the competition structure.*

### Health

The Legacy Action Plan for the London Olympic Games promises to increase the nation's participation in physical activity by 2012. This provides a clear role for swimming.

Swimming is the country's major participation sport and the ASA will take the leadership role in national programmes to increase activity levels. The ASA will continue to ensure that clearly identified pathways help to maintain and support participation.

There is massive potential for growth, 13% of inactive people say they are prepared to consider swimming as a part of more active lifestyle (6) - critically much of this demand is from the hard-to-reach groups (7). Successful culture change work is seen in subtle, but hard-won, changes in provision. The ASA will ensure real and sustainable change in people's attitudes towards swimming as well as its take up (8).

The largest campaign in this area to date is Everyday Swim (9). Each of the eight pilot projects has worked to remove barriers to swimming so as to encourage and enable more people to take the plunge. Brought together as a national network, it is now able to share the learning and good practice from the Everyday Swim projects. Critically, this network has been able to identify issues which are not restricted to a single area and to inform national policy and decision-making to help affect a culture change across the industry.

These eight projects have enjoyed the support of key national organisations and have earned credibility across the industry and the Government.

The campaign is seen as a leader for other sports or activities looking to deliver culture change and increase participation on a large scale.

The 2009 -13 period will see the ASA using its unparalleled intelligence of its sport's "market" in influencing culture change across England and increasing participation levels (10). It is currently working with national partners and sponsors to look at how this phase will be delivered.

Swimming is an activity in which people take part regularly. Evidence from Sport England states that if people swim once a month, approximately half will become weekly or more frequent swimmers. By focusing on the 86% of people who currently swim less than once a month, the ASA stands the greatest chance of unlocking the huge latent demand and achieving increases on the scale the ASA, and all its partners, want to see.

The nature of the work needed to attract new swimmers is about quality, opportunity and attractive, effective pathways. This work will also have a positive impact on current swimmers. A target of increasing monthly participation by 600,000 by 2013 reflects the confidence the organisation has of delivery, while being realistic about its level of influence in some areas.

### Lifelong Participation

#### The ASA will develop lifelong participation by:

- Increasing participation (of new adults swimming at least once every four weeks) by 600,000 by 2013.
- Increasing participation by the over 16s through existing projects, Swimfit, Masters swimming and participation challenge events (11).
- Working with the PE and Sport Strategy for Young People (PESSYP)

to deliver a Sport Unlimited programme which would include precise plans to target young people from the non-sporting sector.

- Working with sports, youth and voluntary organisations to recruit, train and deploy young volunteers.
- Expanding on:
  - Current engagement at secondary school level in the competitive environment.
  - Club activities (to include disciplines, fun activities and more challenging activities e.g. linked to teaching awards and life-saving qualifications for employment).
  - Masters swimming opportunities to include a range of disciplines and activities linked to recreational Masters swimming.
  - Public pool programmes to include lifelong participation.
- Development of Swimfit as a resource and motivational tool for structured as well as pay and play sessions in pools.
- Identification of specific training for teachers, coaches, front of house and managers to ensure a quality experience.
- Work with school and education partners to deliver an appropriate competition framework for young people in education.

## Health and Lifelong Participation

(6) Latent demand

<http://www.swimmingstrategy.org/ASA/latentdemand.htm>

(7) Active People Secondary analysis on swimming - Everyday Swim report

<http://www.swimmingstrategy.org/ASA/activepeoplesecondary.htm>

(8) Women's Sports Foundation (WSF) research

<http://www.swimmingstrategy.org/ASA/wsfresearch.htm>

(9) Everyday Swim interim report

<http://www.swimmingstrategy.org/ASA/everyday.htm>

(10) Sport Industry Research Centre (SIRC) Sheffield Hallam research of people and active places

<http://www.swimmingstrategy.org/ASA/sircASA.htm>

(11) Active People 16+ drop off

<http://www.swimmingstrategy.org/ASA/activepeopledropoff.htm>

## Health and Lifelong Participation

**Vision:** To ensure everyone has the opportunity to enjoy swimming or water based fitness activities for health and fun throughout their lifetime

Outcome 2009-13	How	Target by 2013
600,000 more people swimming at least once a month	Free Swimming with culture change including lessons for target groups  The ASA accredited aquatic strategies	600,000 more people swimming once a month  209 local aquatic strategies



## Athlete Development



### Talent Pathway

To provide a seamless talent development pathway which allows all athletes to achieve their potential by accessing quality training environments at every stage of their development (12).

The principle areas are (13):

- Quality controlled delivery structures at every stage of development for athletes.
- Development of a comprehensive, co-ordinated network of delivery partners to increase access across England.
- Creation of structures to maximise athlete development opportunities, workforce development and appropriate support.
- Evolution of a seamless pathway for the achievement of success and retention of athletes.
- Delivery of talent programmes to improve opportunities for international competitive success for athletes, coaches and support staff.

The ASA has made significant progress in developing a comprehensive network of "quality assured" swim21 networks of delivery agencies, covering every region and sub-region across England. These networks, headed by a series of sub-regional performance clubs support a "family" of teaching and development agencies/clubs. They are being further enhanced by the establishment of a comprehensive network of Beacon programmes across England. These pathway agencies are central for athlete, coach, volunteers, officials and support staff development for the ASA and other related sports. There is a cross discipline team of Talent Development Officers (TDOs) who support these key delivery agencies.

The creation of swim21 networks provides a structured and graduated pathway for athletes. It also creates additional capacity within the sport to allow growth in participation by reducing unnecessary duplication of provision. This integrated business model, catering for foundation through to elite level within delivery clubs/agencies supported by a Beacon programme in every region, is central to providing an effective, comprehensive and graduated provision that will grow the sport by more efficient use of existing resources (14). It will keep existing

participants by providing appropriate support at every stage of development and create more opportunities to cross over into related sports. For talented athletes it will ensure the appropriate performance environments in Beacon and performance programmes.

The ASA has created a Talent Development team to support all disciplines across the regions. The TDOs have regional and discipline specific responsibilities for delivering Athlete Development and Coach Education outcomes. The team will deliver the AASE programme, as well as providing talent development programmes for all disciplines, coach education, mentoring and technical support to High Performance programmes, Beacon programmes and swim21 Performance networks. The TDOs have specific focus on achieving "economies of scale", sharing good practice and encouraging retention of athletes by developing pathways between the disciplines and other related sports (i.e. gymnastics and trampolining with diving, triathlon and modern pentathlon with swimming, etc).

The TDOs deliver clinics and camps to athletes to accelerate development through to the World Class programmes.

### Case Study - Athlete Development

*"By achieving swim21 through support from the ASA North East, Borough of Stockton Swim Scheme (B.O.S.S.S.) has been able to enhance its programme, through improved structures and coaching, to provide swimmers with the pathways and opportunities to reach World Championship Medals and Olympic qualification."*

Graeme Antwhistle, formerly of B.O.S.S.S.

*"swim21 accreditation has helped Clevedon SC become more organised and efficient, providing us with more time to concentrate on giving our swimmers the best opportunities we can. At the audit stage we looked at the club overall and were then able to see what could be improved and we prioritise what needed to be done. We then produced an improvement plan for each year, which we evaluate annually. It makes us focus on those areas which need work and not to waste time on minor issues. An added bonus this year was the successful application for a £1,200 grant from Awards for All. We believe that being swim21 accredited played a major part in receiving that grant."*

Fiona Bowen, Committee Member

In addition, they deliver the AASE programme which caters for athletes between the ages of 16 and 19 years of age. These athletes are supported within their club environments by the TDOs, who, working in conjunction with the athletes' schools and club coach, have achieved a retention rate of 95% across the aquatic disciplines.

The ASA regional staff interacts with the various ASA national "lead officers" to provide "underpinning" development programmes and support to clubs. This work is undertaken by the regional directors, development officers and related education officers, who are instrumental in providing development programmes to complement the talent and other initiatives that are delivered regionally.

**PESSYP School to Club Links** will create and develop links between schools and clubs. The overall work of Club Links will be to increase the number of young people in aquatic activities through the use of School Sport Partnerships.

During 2008-11 Club Links will be delivered in partnership with Sport England and Youth Sport Trust. It will continue to:

- Create high quality opportunities for young people which are welcoming, safe and child friendly.
- Create high quality environments which encourage children and young people to participate.
- Offer activity programmes, which include provision for talent development, incorporating the principles of the LTAD model.
- Provide access to activity programmes to all sections of the community.
- Recruit and develop coaches and volunteers to provide the best possible activity programmes.

The ASA will also encourage swimmers to graduate from Learn to Swim into organised clubs and activity programmes.



## Athlete Development

(12) Talent Swimming Pathways

<http://www.swimmingstrategy.org/ASA/talentswimmingpathways.htm>

(13) Talent Development Programmes in Competitive Countries

<http://www.swimmingstrategy.org/ASA/talentswimmingpathways.htm>

(14) Talent Rationale of Beacons programmes and Beacon Programme Flow chart

<http://www.swimmingstrategy.org/ASA/beaconprogrammes.htm>

**Athlete Development**

**Vision:** To ensure everyone achieves their different personal goals throughout their lifetime (talent pathway). To ensure we achieve gold medal success on the world stage

Outcome 2009-13	How	Target by 2013
<b>Increase the number of England programme athletes ranked at World (senior, youth/junior) level by 10%</b>	<p>Development of an integrated seamless delivery system</p> <p>swim21 programme</p> <p>AASE programme with 300 athletes</p> <p>Development of School Club Links</p>	<p>Increase the number of England programme athletes ranked at World (senior, youth, junior) level by 10%</p> <p>9 Beacon programmes</p> <p>10 High Performance programmes</p> <p>56 networks of clubs</p> <p>Talent pool of 3,360 speed swimming, 350 water polo, 390 disability, 133 synchronised swimming, 243 diving = 4,476 athletes*.</p> <p>716 swim21 accreditations by 2013</p> <p>Success Rate of 70%</p> <p>50 new swimmers within classification groups S1 to S15 per year</p> <p>55% of schools with links to clubs including disability swimming specific projects</p>

\*Talent pool is defined as

1. Performance level, i.e. time for a given event or points for set move/routine
2. Environment – is the athlete training in a club programme that is swim21 accredited and part of a Seamless Pathway?
3. Programme – is the athlete committing to the levels of preparation consistent with their age for LTAD?



# Facilities

The ASA is not a provider of swimming facilities and has no funding, the role of the ASA in terms of facilities is therefore one of a catalyst or facilitator (15). Without an adequate and suitable provision of facilities for swimming, the ASA will fail to reach its key strategic objectives. The ASA works with partners to (16):

- Encourage the development of flexible pool space to enable the participation rates per pool to increase.
- Supporting the work of the Inclusive Fitness Initiative (IFI) to ensure that fitness facilities, including swimming, become accredited.
- Stimulating public opinion in favour of providing proper accommodation and facilities.
- Working with government and non-governmental organisations to get acceptance that a hierarchical network of swimming facilities is required if the Government's own targets for improving the health of the nation - achieving an active and healthy lifestyle, fighting obesity and reducing delinquency in relation to vandalism - crime and drugs are to be met.
- Working with local authorities, universities, other funding agencies and private developers to encourage them to build new and replacement facilities designed in such a way that there are no barriers to access for religious, cultural, mobility or financial reasons and that they

are sustainable being responsive to environmental issues.

- Working with operators to ensure pools are accessible, affordable and programmed to meet the needs of all the community, including adequate and suitable training times for aquatic clubs.
- Working with architects, consultants and operators to provide advice on the design, management and operation of facilities, producing appropriate guidance documents and holding seminars. In order to encourage the development of flexible pool space to enable the participation rates per pool to increase.
- To identify geographical areas of under-provision to encourage swimming pool facility development to increase participation, by way of utilising demographic data and planning tools available such as Active Places.

- Meeting the challenges to be faced as a result of the Building Schools For the Future Programme by:

- Highlighting the role that pools in schools can play in developing community swimming.
- Highlighting the implications, where an existing pool is under threat, for community, school and club swimming.
- Producing information, including case studies, advising on how pools might be replaced or retained.

To encourage the Government, and others in authority, to recognise the value of swimming and to provide a sufficient number of well designed and managed swimming facilities, which meet the various general needs of the community as a whole, and also the particular needs of the ASA in meeting its aims and objectives.

## Case Study - Facilities, FINA World Short Course Championships

The North West region and Manchester, in particular, were honoured to host the 9th FINA World Short Course Championships at the MEN Arena in April 2008. The facilities section, worked closely with Manchester 2008 from the start, and throughout, of the project, providing technical details and provisional costings for the erection of the pools in the Manchester Evening News Arena.

It was the first time Britain had been asked to stage the championships, a stepping stone for competitors towards greater glory at the Olympic Games. Two 25-metre pools were erected inside Europe's largest concert venue for five days of competition. More than 20,000 spectators watched the action, including many new converts to the sport.

## Facilities

(15) Armbands to Gold Medals

<http://www.swimmingstrategy.org/ASA/armbands.htm>

(16) A rationale for facilities

<http://www.swimmingstrategy.org/ASA/strategyfacilities.htm>

## Facilities

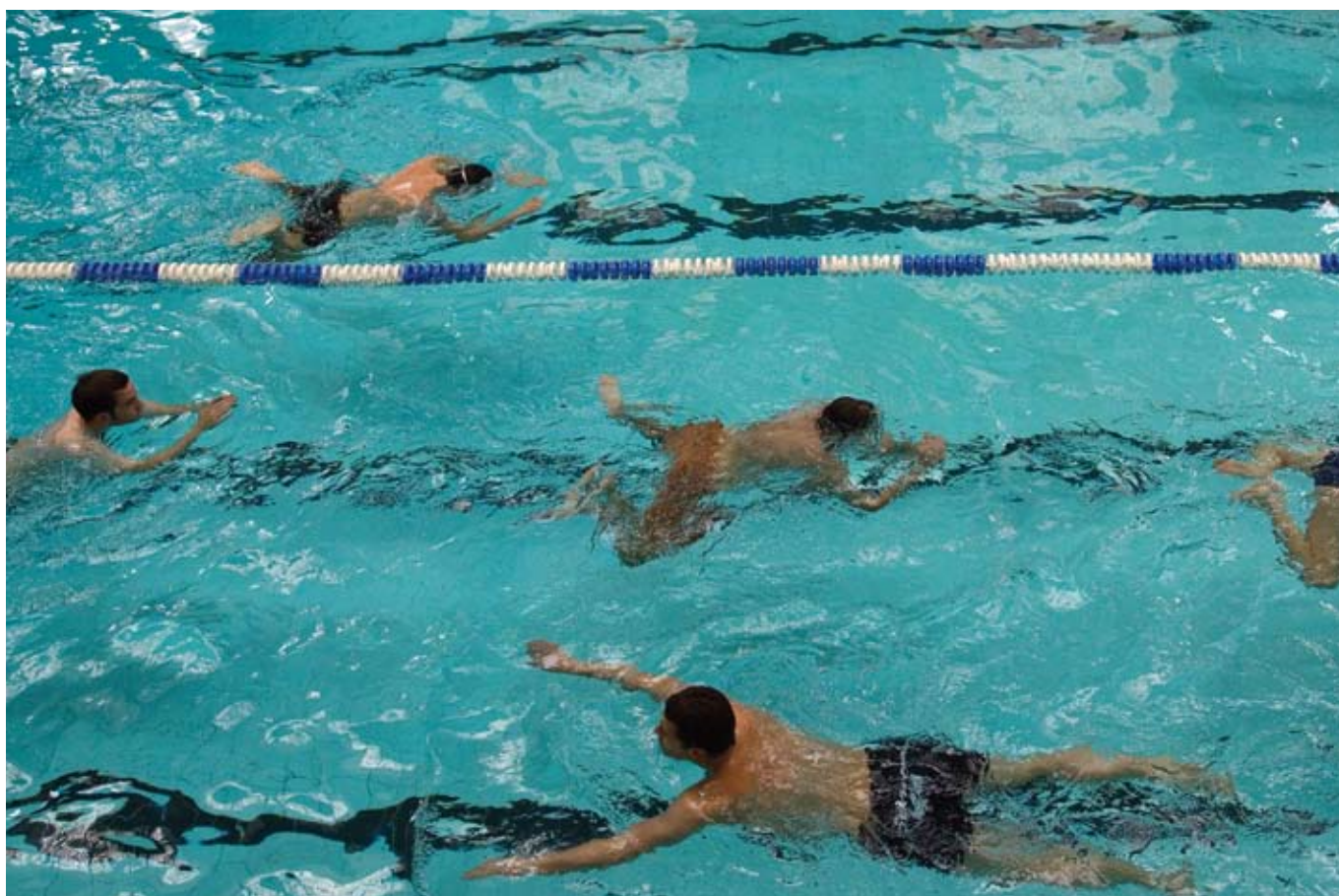
**Vision:** To ensure everyone has the opportunity to learn to swim

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To ensure we achieve gold medal success on the world stage

The best managed governing body in England

Outcome 2009-13	How	Target by 2013
To encourage the Government, and others in authority, to recognise the value of swimming and to provide a sufficient number of well-designed and managed swimming facilities which meet the various general needs of the community, clubs and talent programmes.	Increase the flexibility and amount of water space and the access to existing and appropriate pools by working with the Government, local authorities and other stakeholders.	33 x 50m pools 92 x 25m 8 lane pools 6 x 25m 10 lane pools 9 International standard diving venues



# Workforce Development

The aim of the workforce development programme is to ensure that the right workforce is at the right place at the right time to support all participants involved in aquatic activity. To do this the ASA must have:

- Cutting edge and quality assured technical syllabi.
- A range of quality assured professional development opportunities which meet the needs of each individual.
- A quality tutor/assessor workforce.
- A quality tutor/trainer workforce.
- A workforce management infrastructure.

Over the next four years the ASA faces the challenge of continuing to deliver business as usual around its qualifications, Continuing Professional Development and licensing whilst investing heavily into the infrastructure to deliver the wider aspects of the coaching framework.

## UK Coaching Framework (17)

The ASA, with the right level of investment, aims to have a self-sustaining coach development system by 2014 (swimming teachers are included). Critical to this plan, and to the overall quality of the framework, is the development of a professional tutor/assessor workforce. Whilst the quality of qualifications through the UK Coaching Certificate has improved, these must be delivered through a quality delivery workforce if they are to be truly world leading.



The objectives of this Strategy are:

- To ensure that there are enough coaches with the right skills and knowledge to cater for all abilities at all levels across all the market segments.
- To have coaches who are actively involved in their own development.
- To have a qualified and licensed profession.
- To ensure consistency of delivery for participants.
- Increased retention rates of coaches.
- Swimming coaching identified as a career.
- Improved customer satisfaction for employers.

## Volunteering

A challenge for the workforce programme is to ensure that the growth and development of the ASA's voluntary workforce can match the growth of the sport. Growing pressures, such as time, increasing demands and expectations and imposed red tape, are preventing people from volunteering.

The ASA will aim to reduce these barriers and help clubs to attract volunteers through providing a localised and accessible support network. Many volunteers can only offer limited time. However, to overcome this the ASA aims to create a new culture of bite-sized volunteering opportunities. It will be supported by an educational opportunity for clubs to ensure they plan appropriately to meet the needs of their voluntary workforce.

Potential volunteers of all ages now have a myriad of other leisure interests with which the ASA has to compete. It is crucial that the ASA clubs are supported through the offering of valued qualifications, incentives and clear pathways of progression that will attract young volunteers, parents and new volunteers from under represented groups.

The ASA will also build national and regional partnerships with organisations such as Volunteer England, Further Education and Higher Education institutions. These organisations can help to recruit volunteers with expertise, across a range of areas and which will stimulate the development of local partnerships.

## Workforce Development

(17) UK Coaching Framework

<http://www.swimmingstrategy.org/ASA/ukcfplan.htm>

### Case Study - Workforce Development

Carl Cooper is the Head Coach at Sudbury & District SC and is currently studying for the ASA Level 3 Certificate for coaching swimming. In spite of being a former competitive swimmer, and a coach for over 20 years, he has found that the course has helped him to learn more as well as look at things differently and at a new level.

*He said: "I am finding it all incredibly useful. The lecturers are experts and work with World Class athletes. If my backstroker has a physiology question, I could help him before, but now I can get an answer from the guy who works with Liam Tancock! It doesn't get any better than that. Another benefit is that the course is centred on you and how you coach at your own club, rather than giving you a group of swimmers that you will only see for the duration of the course. My studies have changed the way I work quite dramatically. I analyse what I do a lot more and, as I have a greater depth of knowledge, I ask lots more questions."*



### Workforce

**Vision:** To ensure everyone has the opportunity to learn to swim

To ensure everyone has the opportunity to enjoy swimming or water based fitness activities for health and fun throughout their lifetime

To ensure everyone achieves their different personal goals throughout their lifetime (talent pathway).  
To ensure we achieve gold medal success on the world stage

The best managed governing body in England

Outcome 2009-13	How	Target by 2013
<b>To develop and deploy a skilled workforce that meets the needs of participants, clubs and employers</b>	Through the delivery of the UKCF	To achieve a managed rating against the UKCF scorecard by 2013 *
	Deliver an accessible and appropriate volunteer training programme	To train 4,329 volunteers in 2013**

\*A base line % will be set in May 09 and targets set for future years to achieve 80% by 2013.

\*\*After April 2010 this target will be increased to include a target to train Technical Officials.

## Governance, Structures and Partnerships

This section addresses the core values, which underpin the aims and objectives of the ASA. The main areas are as follows:

**Environmental Impact (18):** To minimise any adverse impact on the environment by identifying hazards and implementing preventative measures.

- Preventing pollution, reducing waste and ensuring, wherever practicable, that measures are implemented to protect and preserve natural habitats, flora and fauna.
- Considering the effects that our operations may have on the local community.
- Promoting environmental awareness amongst our suppliers, contractors and partners by implementation of operational procedures.
- Seeking to work in partnership with the community by behaving in a considerate and socially responsible manner.
- Ensuring effective and expedient incident control, investigation and reporting.

**Governance:** Ensure all levels of the sport are operating effectively within a modernised infrastructure. All business activities and processes must stand the test of internal and external scrutiny.

Those involved in the sport's governance must comply with the seven principles of public life: selflessness, openness, integrity, objectivity, accountability, honesty and leadership.

**Commercial:** Enhance and increase income streams by extending the ASA commercial activities and by attracting sponsors and partners to support different activities within the sport.

The ASA intends to influence design teams to incorporate the latest energy saving technologies into new projects.

The ASA believes in the principle of sports equality and will work to recognise inequalities and take positive action to overcome them.

The ASA will work to ensure a safe and encouraging environment in which children and young people have opportunities to gain enjoyment from the sport.

All those involved in the sport should comply with principles of fair play to ensure all participants develop moral virtues, dedication, integrity, courage and fairness.

The ASA will continue to develop relationships with Government departments, national organisations and other national governing bodies to maximise its objectives.



### Equality (19)

The ASA is committed to tackling discrimination and promoting equality. In designing this Strategy the ASA has been mindful of its commitment to promote equality. In achieving the Intermediate level of the Equality Standard for sport, the ASA has genuinely demonstrated its commitment to equality and, in developing this Strategy, it has sought to fulfill this commitment and build upon it to achieve the Advanced level of the Equality Standards by 2013. The ASA recognises that this target will bring challenges for the sport and has completed an Equality Impact Assessment (EQIA) on its Strategy and has developed an action plan around the EQIA recommendations.

### Governance, Structures and Partnerships

(18) Environmental Policy

<http://www.swimmingstrategy.org/ASA/environmentalpolicy.htm>

(19) The ASA Equality policy

<http://www.swimmingstrategy.org/ASA/equality.htm>

## Governance, Structures and Partnerships

**Vision:** To ensure everyone has the opportunity to learn to swim

To ensure everyone has the opportunity to enjoy swimming or water based fitness activities for health and fun throughout their lifetime

To ensure everyone achieves their different personal goals throughout their lifetime (talent pathway).

To ensure we achieve gold medal success on the world stage

The best managed governing body in England

Outcome 2009-13	How	Target by 2013
The best managed governing body in England	Meet all standards set by independent agencies	Achievement of Advance level of Equality standards by 2013
		Achievement of green status of the Sport England Assurance Process – annual
		Maintenance of Advanced level of Child Protection - ongoing
		Achievement and maintenance of Excellent TAES 2010/11
	Regional environmental strategies	8 regional environmental strategies
	National environmental strategy to achieve BS8555	Delivered in 2010/11
	Growth in sustainable income streams	3.5% growth in non-grant funded income streams
	Increase in membership	206,563
	Satisfaction survey	To achieve at least 75% in satisfaction surveys

### 3. Monitoring and Evaluation (M&E)

The ASA recognises the importance of monitoring and evaluating its work. Integra is the primary database system the ASA and British Swimming use for this purpose.

Appropriate staff members are trained on the use of the system and have been given access relevant to their needs.

The system covers the following activities within the sport:

- ASA Membership.
- Institute of Swimming Members.
- swim21.
- AASE Programme.
- Everyday Swim.
- Free Swimming.
- CRB.

- Club and Coach.
- Examinations of all UKCC qualifications.
- All seminars and events.

Records are regularly updated and amended so that Integra is able to produce up-to-the minute reports and statistics, allowing officers to monitor progress of programmes and evaluate impact and adjusting direction. Integra is built on an SQL platform and allows the business to use up-to-the minute reporting tools, such as Crystal Reports and Business Objects, to run queries on a particular subset of data, as well as comparisons and produce comprehensive graphs.

In preparation for the implementation of this strategy, a M&E working group will identify the headline KPIs for both national and regional delivery.

These KPIs will be allocated into a named officer's work programme who will then be responsible for delivery.

Quarterly reports will be produced, where appropriate, and there will be six monthly reports for all key indicators. These will identify progress against the key indicators. A "global" KPI report, including national and regional targets will be distributed to those officers responsible for delivery and will provide the basis of ASA internal reporting as well as that of Sport England.



## 4. KPI Summary

### Strategy 2009-13 - Key Performance Indicators

#### Learn to Swim

Outcome

85% of children achieving KS2 (primary school) attainment target

Target	2008-09	2009-10	2010-11	2011-12	2012-13	
85% of children achieving KS2 (primary school) attainment target	78	82	83	84	85	%
100% of primary schools delivering school swimming	90	90	92	93	100	%

### Strategy 2009-13 - Key Performance Indicators

#### Health and Lifelong Participation

Outcome

600,000 more people swimming at least once a month

Target	2008-09	2009-10	2010-11	2011-12	2012-13	
600,000 additional people swimming once a month	0	150,000	300,000	450,000	600,000	
Local aquatic strategies	36	66	108	155	209	

## Strategy 2009-13 - Key Performance Indicators

### Athlete Development

#### Outcome

Increase the number of England programme athletes ranked at world (senior, youth/junior) level by 10%

Target	2008-09	2009-10	2010-11	2011-12	2012-13	
Development of an integrated Seamless Delivery system: 9 Beacon programmes	3	8	8	9	9	
10 High Performance programmes	0	7	8	10	10	
Talent pool of 3,360 speed swimming, 350 water polo, 390 disability, 133 synchronised swimming, 243 diving = 4,476 athletes	711	1,879	2,606	3,560	4,476	
716 swim21 accreditations by 2013	492	568	624	672	716	
AASE programme with 300 athletes - success rate of 70%	70	70	70	70	70	%
50 new swimmers within classification groups S1 to S15 per year	0	50	50	50	50	
55% of schools with Club Links including disability swimming specific projects	43	46	49	52	55	%

## Strategy 2009-13 - Key Performance Indicators

### Facilities

#### Outcome

To encourage the Government and others in authority, to recognise the value of swimming and to provide a sufficient number of well designed and managed swimming facilities, which meet the various general needs of the community, clubs and talent programmes.

Target	2008-09	2009-10	2010-11	2011-12	2012-13	
Number of 50m pools	20	23	25	29	33	
Number of 25m eight lane pools	64	72	90	92	92	
Number of 25m ten lane pools	3	3	4	6	6	
Number of International standard diving venues	5	5	5	9	9	

## Strategy 2009-13 - Key Performance Indicators

### Workforce Development

#### Outcome

To develop and deploy a skilled workforce that meets the needs of participants, clubs and employers

Target	2008-09	2009-10	2010-11	2011-12	2012-13
To achieve a managed rating against the UKCF scorecard by 2013		A base line % will be set in May 09 and targets set for future years to achieve 80% by 2013			
To train 4,329 volunteers by 2013		4,329	Targets to be set on completion of audit		

## Strategy 2009-13 - Key Performance Indicators

### Governance, Structures and Partnerships

#### Outcome

The best managed Governing Body in England

Target	2008-09	2009-10	2010-11	2011-12	2012-13	
Achievement of Advance level of Equality standards by 2013	0	0	0	0	1	
Achievement of green status of the Sport England Assurance Process - annual		Green	Green	Green	Green	
Maintenance of Advanced level of Child Protection			ongoing			
Achievement and maintenance of Excellent TAES 2010/11	-	-	-	-	1	
8 regional environmental strategies implemented reducing energy and waste and to achieve BS8555	0	3	4	6	8	
National environmental strategies implemented reducing energy and waste and to achieve BS8555 delivered in 2010/11	0	0	1	1	1	
3.5% growth in non-grant funded income streams	3.5	3.5	3.5	3.5	3.5	%
Increase membership to 206,563	192,067	194,644	198,909	203,231	206,563	
To achieve at least a 75% satisfaction rating in satisfaction surveys funded income streams	0	50	65	65	75	%

## 5. References

Vision document

<http://www.swimmingstrategy.org/ASA/vision.htm>

Building Schools for the Future

<http://www.swimmingstrategy.org/ASA/bsf.htm>

Success is Long Term

<http://www.swimmingstrategy.org/ASA/successlongterm.htm>

Aquatic Strategy template

<http://www.aquaticstrategy.org>

Child Welfare in Swimming: Procedures and Guidelines

<http://www.swimmingstrategy.org/ASA/childwelfare.htm>

A shorter Guide to Long Term Athlete Development

<http://www.swimmingstrategy.org/ASA/ltad.htm>

Differences between British Swimming and the Amateur Swimming Association Development

<http://www.swimmingstrategy.org/ASA/bsandtheasa.htm>

Sport England's Strategy 2008-11

<http://www.swimmingstrategy.org/ASA/sestrategy.htm>

DCMS playing to win

<http://www.swimmingstrategy.org/ASA/dcms.htm>

Additional Information on School Swimming

<http://www.swimmingstrategy.org/ASA/schoolswimming.htm>

PE and Sport Strategy for Young People

<http://www.swimmingstrategy.org/ASA/pessyp.htm>

Sport England's research information - all sports information packs and comparative sport data are now available on our website. These can be found in a new section called 'sports facts', they are also referenced under the 'latest research' page and on these following websites:

Sports Facts:

<http://www.swimmingstrategy.org/ASA/sportfacts.htm>

Latest Research:

<http://www.swimmingstrategy.org/ASA/research.htm>

Public Service Agreements Targets

Public Service Agreements

<http://www.swimmingstrategy.org/ASA/psa.htm>

Facilities links:

Building Schools for the Future -

Added value from swimming:

<http://www.swimmingstrategy.org/ASA/bsfaddedvalue.htm>

National Facilities Strategy for Swimming:

<http://www.swimmingstrategy.org/ASA/facilitiesstrategy.htm>

Welcome to Active Places Power

<http://www.swimmingstrategy.org/ASA/activeplaces.htm>

Aquafit

<http://www.swimmingstrategy.org/ASA/aquafitstats.htm>

Sports minimum growth required

<http://www.swimmingstrategy.org/ASA/minimumgrowth.htm>

FINA - Water is our World

<http://www.swimmingstrategy.org/ASA/fina.htm>

1. Business of Swimming 2004 Page 41- Section 6.11

Consumer attitudes towards product offerings

Table 38 - Which of these is important to you at a swimming pool?

Page 47- Table 44 - Overall, do you feel you get good value from your admission fee?

2. The same questions were asked in the Business of Swimming 2002

3. Research Into Attitudes and Behaviour Towards Swimming- Prepared for the ASA by Adsearch and RSGB, October 2005

4. Public Consultation for the Strategy for Swimming in London, 2006

5. Public Consultation for the School Top Up Programme for DfES, Jan-Jul 2005

6. The ASA Strategic Review and Consultation into Masters Swimming, 2007

7. Research into Young Women and Swimming, Women's Sports Foundation and ASA, April 2006

8. Tickbox Research for Kellogg's and the ASA 2008

9. Huggies Little Swimmers with the ASA November 2004



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