



The Big Synchro Get Together

22 May 2016

Today's Agenda

- | | | |
|-------|-----------------------------------|-----------|
| 10am | Welcome! | |
| 10:15 | The Vision for Synchro in England | (Maria) |
| 11:00 | High Performance Synchro | (Karen) |
| 12:15 | LUNCH | |
| 13:00 | Competition Framework Update | (Maria) |
| 13:45 | Judge Information and Pathway | (Hannah) |
| 14:45 | Club and Regional Synchro | (Sarah D) |
| 15:45 | Q&A & Wrap | (All) |

The Synchro Opportunity

- Commitment to Synchro within the ASA and British Swimming
 - Talent Programme, NDO, Strategic review, Planning Process
 - UK Sport submission for funding for 2017-2021
- Government support with new Sport Strategy
 - Getting more people active at every age group and every level.
 - Women and Girls amongst the groups where funding will be focused in increasing engagement in sport
- A unique offering for Aquatics – combining all the skills from all the disciplines together in one spectacular sport

The future for Synchro

The 'Tunnickliffe' report, 8 strategic areas were identified.



Our Priorities

- We need to grow.
 - Demonstrate increasing numbers = demand & popularity
 - New clubs, bigger clubs, multi discipline clubs.
- Ensure we have a desirable experience for everyone involved
 - Share the passion, create a buzz.
 - Be clear about the benefits to all target audiences
- Extend the pathway from the very young to the very old!
 - Create more opportunities to do Synchro, whether its fun, fitness or medals.
 - Make it easy to get involved
- Make sure Synchro is on everyone's agenda
 - Pool operators, local authorities, integrating into ASA
 - Regional support for local delivery.

The Plan 2016 and beyond

Vision and
Governance

Marketing &
Communications

Competition
Review

Club
Development

Sustainability

Workforce

High
Performance

Athlete reward
and recognition

Innovation and
resources

Vision & Ambition

Vision and Governance	Marketing & Communications	Competition Review
Club Development	Sustainability	Workforce
High Performance	Athlete reward and recognition	Innovation and resources

To be the world's most respected Synchro nation

To reach the podium in 2024 and beyond



Well respected coaches programme and pathway



Well trained and expert volunteer workforce

A sustainable sport through mass participation and clear pathways to medal winning performances

ASA Synchro – Together we Can



ASSG Leadership Team (LT)
Strategic Vision, Common Purpose, International Strategy, Build Cohesion, Resolve conflict

Work streams	Athlete Awards	Coaches	Workforce	Competition	Club/Facilities	Marketing & Comms	International Strategy
Responsibilities	Pathway: Skills Grades Talent Fun Fitness Social	Pathway: Grass Root Teacher to Elite Developing a career Workshops/ knowledge mgt Grass roots	Officials Judging Selection process . Evaluations and CPD. Scoring: Manual & Computer	Club, regional, National International events Content and approach. Licensing Sports pres	Sustainability Beacon New clubs/lessons Pool availability HE/FE Learn to Synchro	Brand and story telling Internal & external Comms Website Social media Event promotion PR Calendar Photoshoots Products (fitness product)	International Events Judge Appointments Clinics International liaison High Performance Selection process (Wales/Scotland) Club International policy

Marketing & Communications Plan



Internal Comms

- Integrate more effectively within ASA – capitalize on the resources.
 - Web & Social Team love club and regional stories
- Monthly Newsletter to broader Synchro Community
 - News, updates, information
- Targeted mail outs for course/conference information
- Regional Managers - consultations/feedback
- It's two way comms though! Keep us up to date with your contact details. (30/59)

Yournews@swimming.org

Marketing & Communications Plan



Marketing Priorities

- Messaging framework with compelling story telling aligned to target audience, showcasing a thriving and dynamic sport, involving athletes, coaches, judges, masters etc.
 - Fun & Friendship
 - Getting Fit/doing something different
 - Creative sport with music, dance and togetherness
 - Volunteer opportunities
 - Elite/Olympic sport
- Social Media Strategy that improves reach and reputation of sport
 - Youth vloggers/bloggers 'have a go' at sport
 - Capitalise on This Girl Can Campaign
 - You Tube channel? For videos/how to etc.
- Closer partnership with Aquabatix – TV/Media programming
 - Sport Relief, Ant & Dec Saturday night takeaway, Officially Amazing etc

A powerful Workforce

Objective: To create a well trained, respected workforce of both staff and volunteers



Coaches

- Clear coach pathway blending volunteer coaches and professional career path.
- Continual learning and innovation.

Presenters/Tutors

- Increase the number of presenters and trainers for courses
- Marking process has been updated
- Centralised resources for content (videos/exams etc)

Judges

- Streamline Judge pathway including Skill level assessors, from basic to elite.
- International Judge policies and process to be defined

Other Officials

- Scorers and Chief recorders – a popular course.
- Increase number of Referees to support competition structure
- Timekeepers
- Evaluators

Coaching Pathway

Objective: To provide confident, well educated coaches at all levels



- New level 1, 2 & 3 coaching Synchro Qualification specifications have been submitted to Ofqual.
- Two Level 2's are planned using the **new** specifications at Cobham Summer Camp and York in August. (w/c 22 Aug)
- Level 1 planned at the Summer Cobham Camp.
- New tutoring resources are being prepared by IOS and a train the trainer is planned.
- Level 3 course to be ready by end of year. The proposal is link to England Talent Camps, with coaches required to work regularly with Junior/Senior level competitive athletes.
- Knowledge Workshops – progressing to CPD in key priority areas:
 - Land Training (pre and post pool, injury prevention, conditioning, flexibility)
 - Choreography
 - Transitions, positions and movements

Sustainability

Objective:

To maximise income generation ideas and reduce reliance on central funding



Regions

Training & Education delivery
Novice & Regional Competitions
Development plans aligned to national vision and targets

Partnerships

Align with ASA/BS to activate partnerships
Seek Synchro specific partnerships (eg Fashion, Beauty, Music)

Events & Programmes (ideas)

England Hosted Training Camp, with special guests

Synchro Festival/Show – designed for broadcast & spectators

Synchro Challenge – Annual Fundraising event

Synchrocise/Syncfit franchise?

Merchandising (ideas)

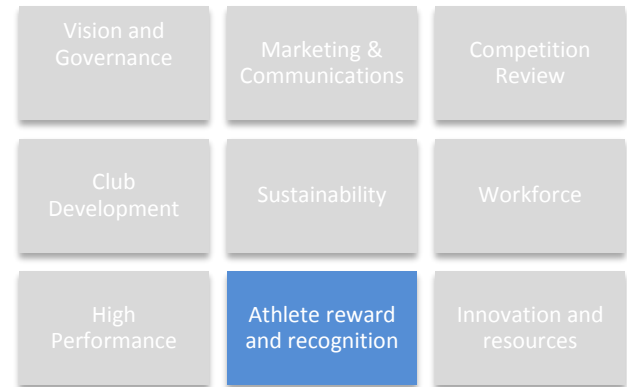
Maximise Awards Income

Synchro related equipment

Clothing, collectibles & gifts

Resources – books, materials, newsletters

Skill levels & Rewards

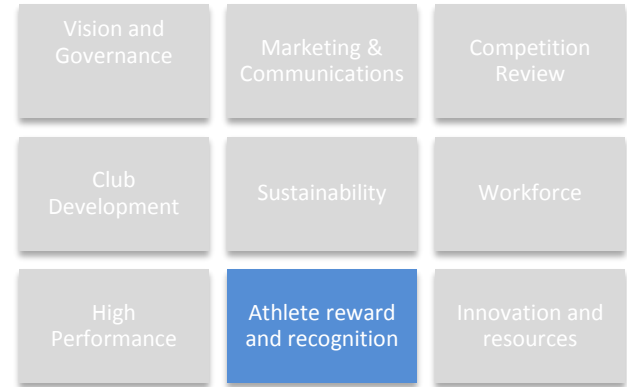


- Skill levels 1-5 introduced in 2009 to raise standards
 - Delivered at regional level on pre-approved days
 - Skill phased throughout the year to assist clubs with planning.
 - Used as qualification entry to National Age Groups and Champs
 - Reviewed annually by Working Group
 - Awards logged centrally.
 - Athletes receive a stamp in a book – no other reward. Log book downloaded from hub.
 - Pass/Fail approach,
 - Overall accepted within sport as improving standard but can be seen as a barrier to motivation.
 - Smaller clubs find the approach limiting.
 - Assessed by Approved Assessors (see separate section on Judges and Assessors)
- Recreational Grades are an alternative reward for athletes not ready for Skill Levels
 - Last updated in 2006
 - Badges and certificates purchased (a small income stream for ASA)
 - Smaller clubs use to motivate swimmers not ready for Skill levels
- ASA Awards – 8/9/10 AquaFun review

Athlete reward and recognition

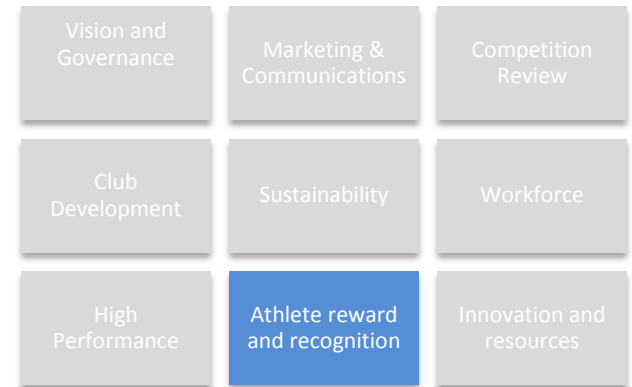
Objective:

To develop reward and recognition that motivates, excites and improves skills, while maximising income opportunity for ASA



- Review of Skill levels/Recreational Grades need to measure effectiveness of raising standards and motivating athletes.
- Research
 - other nations programmes and create best of the best systems
 - Research content into developing core skills and strength to avoid long term injury
 - Research to understand how athletes want to be rewarded, eg certificates, pins badges etc.
- Review how skill levels can be applied to support competition framework.
- Streamline the pathway – supporting both competitive and recreational requirements
- Extend the pathway to accommodate junior and senior levels and in and out of age groups.
- Awards 8/9/10 being updated and launched in Summer 2016 as part of integrated Aquatics offering

Skills Review Plan



Activity	Deadline
Appoint Task Force to review (Sarah C to lead)	End May
Research schemes and consult with clubs	End August
Propose new reward system for sign off	End November
Develop migration plan from old to new	End December
Update all documentation and prepare communication	End Jan
Communication and training begins in regions	End Jan onwards



Talent and High Performance

- Karen Thorpe – Talent Officer
 - Team Leader
 - Manager of the England Programme
- Email: karen.thorpe@swimming.org
- Mobile Tel: 0778 632 1261

Update Talent Pathway 2013-2016



GBR/England Competitive
Opportunities

Masters

England Programme 15+ Training Squad

AASE Programme

England Programme 13-15yrs Age Group
Squad

Regional Beacon Programmes x 4

England Programme Development Squad

Beacon Club
City of Leeds

Beacon Club
City of Bristol

Beacon Club
Reading

Beacon Club
Rushmoor

Synchro Clubs



2016 England Programme

Squads

- Junior and Senior Team – 19 athletes
- Olympic Duet squad – 2 athletes
- Part time B Duet squad – 3 athletes
- Age Group and Development Squads – 19 athletes

Training

- 3 in 4 Saturdays at Surrey
- 5 day camps in all school holidays, plus before competitions
- Olympic duet overseas camps
- AG/Dev School holiday camps

Staff

- 1 x full time national coach
- 2 x part time/occasional assistant coaches
- Additional International coaches Choreographer
- 4 x coaches from Beacon Clubs
- 1 x Team Manager
- 1 x Team Leader

Competitions

- Development – Domestic competition
- Age Group – small international – Mediterranean Cup
- Junior – Europeans
- Senior – Europeans/Worlds/small prep comps/Olympics

England Programme 15+ Training Squad

England Programme 13-15yrs Age Group Squad

England Programme Development Squad



the **asa**
swim for life

Competition Calendar 2016

- January 28-31st German Open, Duet only 2 athletes
- February 2nd – 7th French Open, Team and duet 10 athletes
- March 1-7th Olympic Qualification, Rio, 2 athletes
- April 16-17th English Championships, Nottingham, 10 athletes
- May Senior European Championships, London, 10 athletes
- June Age Group Hungarian Open, Hungary, 10 athletes
- June Junior European Championships, Croatia, 10 athletes
- July Beacon Games, Development Squad, 10 athletes
- July Mediterranean Cup, Israel, Duet only 2-3 athletes
- August Olympic Games, Duet only 2 athletes

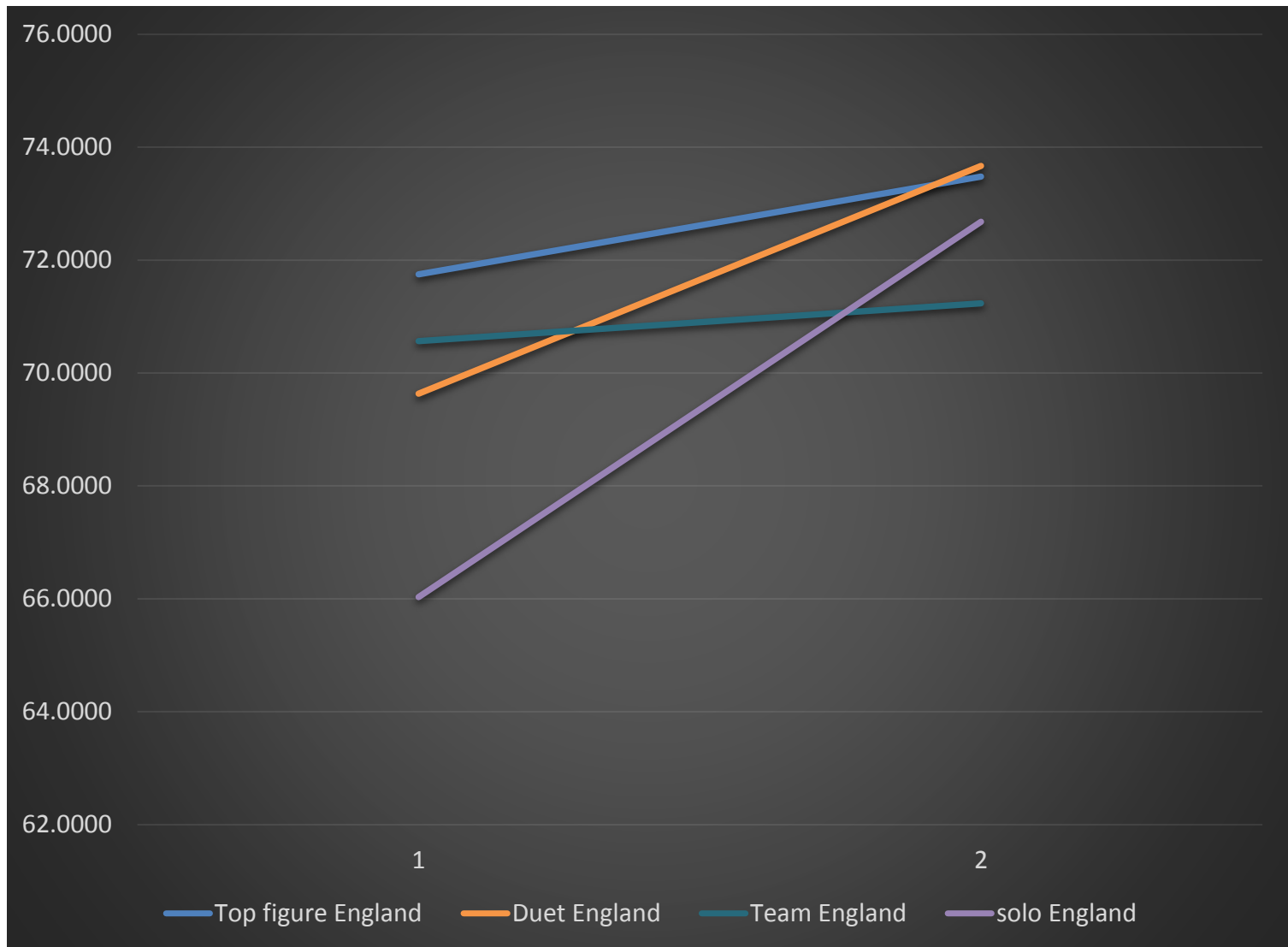


Results – Age Group

	2014	2015
Figures	49th	32nd
Duet	12th	8th
Team	10th	8th
Solo	17th	10th



	Med Cup 2014	Med Cup 2015
<u>Figures</u>		
Top 1	78.4159	81.1689
Top 10	75.7455	76.2622
England (top)	71.7500	73.4800
<u>Duet</u>		
Top 1	82.4667	82.5667
Top 3 (podium)	77.4000	78.1667
Top 12 (final)	67.8667	67.7780
England	69.6333	73.6667
<u>Team</u>		
Top 1	82.7667	84.3333
Top 3 (podium)	78.8000	78.5000
Top 12 (final)	61.2667	66
England	70.5667	71.2333
<u>Solo</u>		
Top 1	82.9000	83.3667
Top 3 (podium)	78.7000	77.3667
Top 12 (final)	68.0000	73.2000
England	66.0333	72.6776

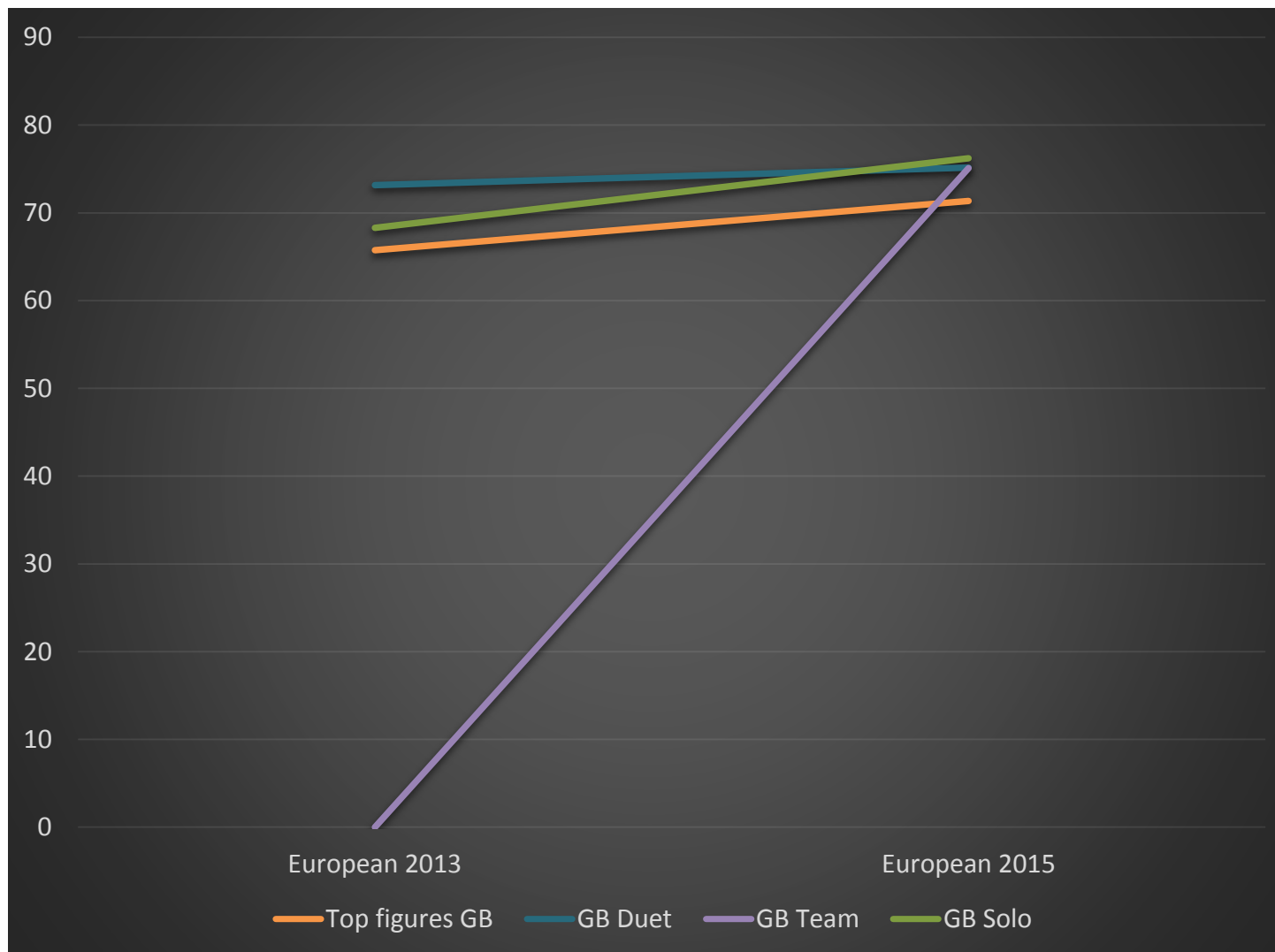


Results – Junior

	2013	2015
Figures	105th	54th
Duet	16th	12th
Team	-	9th
Solo	17th	13th



	European Championships 2013	European Championships 2015
<u>Figures</u>		
Top 1	82.3578	80.9591
Top 10	76.195	76.4818
GB	65.7339	71.3455
<u>Duet</u>		
Top 1	88.8500	89.2333
Top 3 (podium)	86.2000	83.7333
Top 12 (final)	71.0400	75.1667
GB	73.1600	75.1667
<u>Team</u>		
Top 1	89.9300	89.9333
Top 3 (podium)	86.1600	87.3000
Top 12 (final)	65.7500	72.8000
GB	x	75.1000
<u>Solo</u>		
Top 1	90.1700	89.1333
Top 3 (podium)	83.1300	86.1667
Top 12 (final)	71.5600	75.7667
GB	68.2900	76.2333



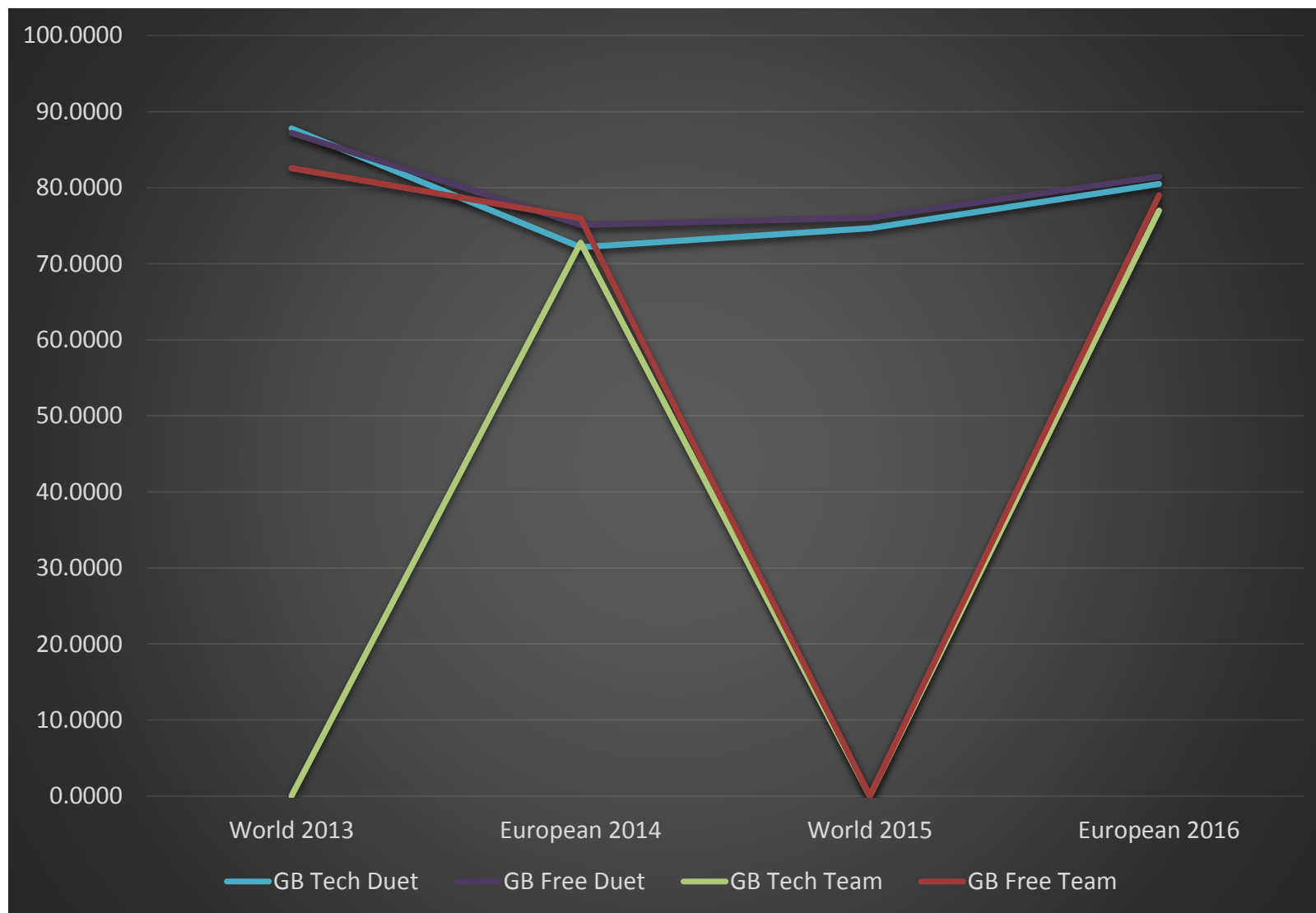
* Did not compete in 2013

Results – Senior

	2013 (W)	2014 (E)	2015 (W)	2016 (E)
Tech Duet	8th	14th	24th	9th
Free Duet	9th	13th	24th	8th
Tech Team	-	10th	-	8th
Free Team	12th	12th	-	8th



	World 2013	European 2014	World 2015	European 2016
<u>Tech Duet</u>				
Top 1	97.5000	91.9391	95.4672	95.1900
Top 3 (podium)	93.8000	88.9483	91.6770	88.3564
Top 12 (final)	78.3000	75.7382	83.5089	74.8458
GB	87.8000	72.1442	74.6517	80.4751
<u>Free Duet</u>				
Top 1	97.6800	96.1000	97.2667	96.9000
Top 3 (podium)	94.9900	89.4000	93.5333	91.2667
Top 12 (final)	83.0300	77.2667	84.2000	74.9333
GB	87.1800	75.1000	76.0333	81.4333
<u>Tech Team</u>				
Top 1	96.6000	92.9268	95.7457	94.0994
Top 3 (podium)	93.3000	90.0133	92.4133	88.9053
Top 12 (final)	81.7000	70.2608	82.3897	68.2817
GB	x	72.7617	x	76.9850
<u>Free Team</u>				
Top 1	97.4000	96.8333	98.4667	94.0000
Top 3 (podium)	93.6400	92.4667	93.9000	89.6670
Top 12 (final)	82.5700	72.9000	84.5667	71.8000
GB	82.5700	75.9667	x	79.0000



* Team did not compete in 2013 & 2015

Future Competition Plans

2017

- Senior Worlds
- Junior Europeans
- Mediterranean Cup

2018

- Junior Worlds
- Senior Europeans
- Junior Europeans
- Mediterranean Cup

2019

- Senior Worlds
- Junior Europeans/Games

2020

- Senior Europeans
- Olympic Qualification / Games
- Junior Worlds
- Mediterranean Cup

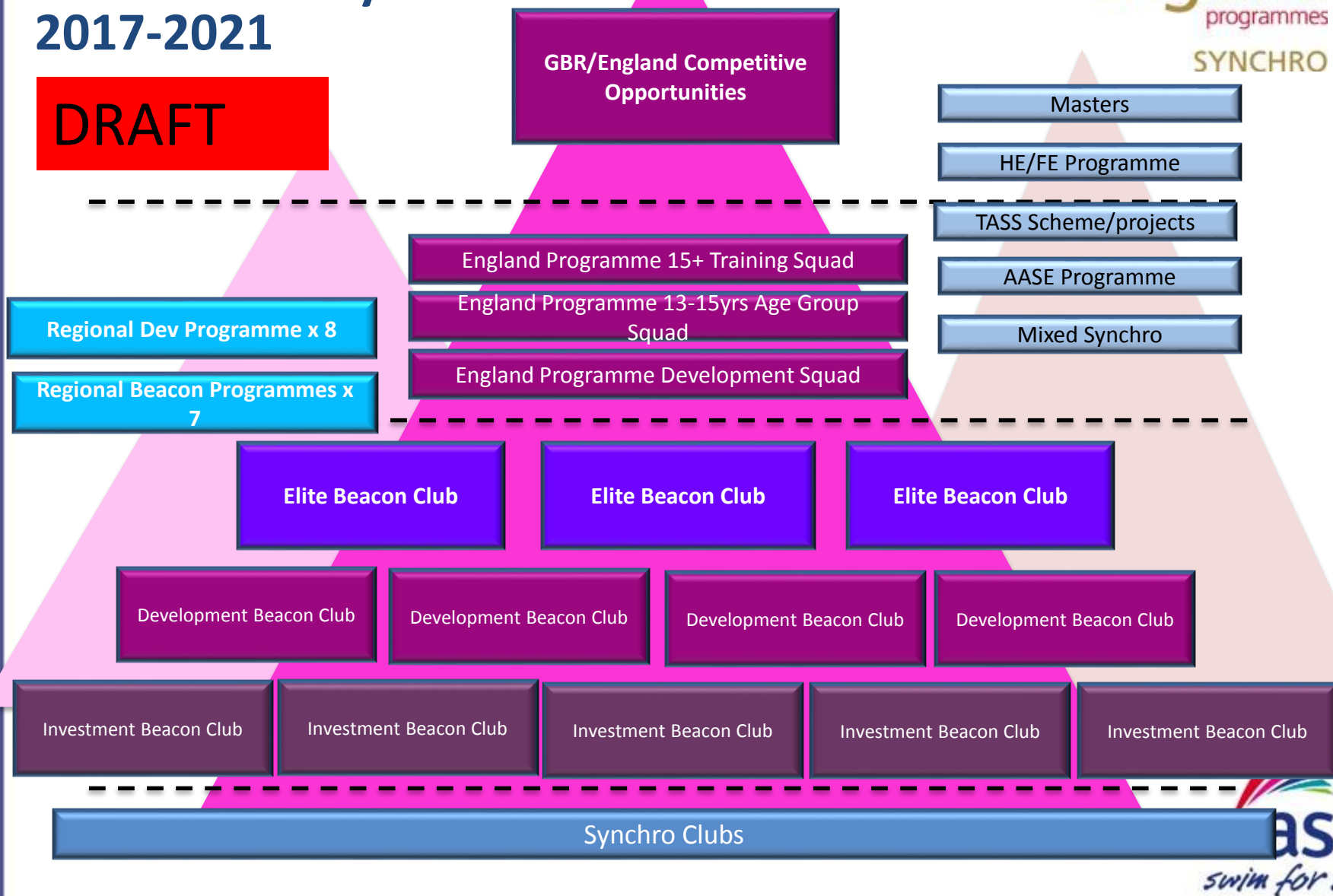


Mission

- Give competitive opportunities to all Squads
- Plan strategically for competition entry
 - which competitions
 - number of athletes/events
- Compete/showcase at Domestic Championships

Future Talent Pathway 2017-2021

DRAFT



What can clubs do...

New Beacon structure -

- **Outline your development plan / business model**
 - Clubs ambition over next 4 years
 - Staffing structure
 - Coach education
 - Sustainability
 - Partners
 - Funding
 - Competitive opportunities
- **Easy gains**
 - Speed training
 - Land training – pre/post pool, access professionals
 - Club targets and expectations
 - Fitness – speed swimming/gym
 - Land drill
 - Learn from the internet
- **Get involved!**



2016 Successes

- Qualified for the Rio Olympics
- 2nd senior duet programme
- 19 athletes centralised team training one day a week
- National athlete pathway
- National Coach
- International competition framework
- Access to international coaches and choreographers
- International recognition – athletes/staff



- Two coach development programmes –
 - Paola Basso – club coach liaison and development
 - Elite Coaching – 3 coaches from synchro

What's next?

- Duet training in Barcelona – Mallorca
- Age Group and Development Camp 1 x 5 day camp
- Juniors camp 2 x 5 days camps, 3 x Saturdays
- Seniors choreographing new Tech Team x 2 Saturdays
- Competitions –
 - Age Group – Hungary & Israel
 - Juniors – Croatia
 - Senior duet – Mallorca, USA, Olympics
- Sport England Strategy
- Trials : September & December





Dive in with any questions?



Lunch



Competition Review

Competition Framework



- Provide competition and the right level and the right time for every level of Synchro Swimmer.
 - Beginners/Intermediates/Advanced level
 - In and out of age competition
 - Clear opportunities for progression
- Position Synchro as a competitive sport first
- Provide opportunities for volunteer workforce to practice and develop their skills.
- Create Festival Of Synchro – income generation/international appeal
- Align to FINA programme of events, to attract international competitors.

Review process



Activity	Timeline
Establish working group for Competition Review	End May
Questionnaire to all clubs/regions Review local/regional events Understand requirements/needs of clubs Understand barriers and challenges Test ideas for new competition	June/July
Workshop to design new competition framework	August
SSLT to approve new framework	September
Working group to update conditions/licensing process	October
Communications and Implementation	November – Implementation from Jan 2017

2016 National Age Groups



- Confirmed 2nd – 4th December 2016 at Gloucester.
- Changes to conditions:
 - 18/19 recreational duets now combined with competitive duets. (min skill level 4)
 - All combos will be judged in line with FINA judging – so difficulty will be included
 - Top 12 Duets in each age group, based on figure results will swim.
 - Integrate Recreational Combos into the weekend to provide better experience
 - It will be a full 3 day event, so clubs, judges, coaches etc will be required to attend the full 3 days.
 - FINA Judges will be required to attend
 - No other changes planned for this year.
- From 2017
 - Age Groups likely to be adjusted. NAG's to be 18 & Under.
 - Masters may include 19 and over. - no gaps.



Officials Training and Development

Hannah Secher
ASA Synchro Leadership Team

Objectives

- Undertake a review of the current officials training structure
- Gain feedback from candidates/clubs/officials
- Liaise with Leadership Team and other sources
- Propose new streamline structure and training process

Current Officials Training Structure

- Currently 12 different training courses
- Mixture of local (regional) and Nationally held
- Mixture of assessment process (attendance only, written exam, video exam)
- High numbers of attendance and qualification in some courses, low in others
- Mixture of eligibility criteria
- Some confusion re licensing

Current Officials Training Structure

- Basic Assessor/Assessor/Advanced Assessor/Senior Assessor
- National Scorer/Chief Recorder
- Basic Judge/National Judge Figures/Free/Tech Routines
- Referee Training
- Judge Evaluator Training
- Presenter Training

Current Officials Workforce

Official	Total *	North West	North East	South East	South West	East Mid	West Mid	London	East
Referee	8	1	0	3	2	0	1	1	0
National Judge	36	3	3	6	7	1	8	6	2
Gen Judge	32	5	2	5	4	3	6	3	4
Chief Recorder	6	1	0	2	1	0	0	1	1
National Scorer	33	4	2	7	10	3	6	1	0
Unlicensed Officials									
Basic Skill Assessor	236	22	42	57	36	13	22	24	20
Scorers	25	2	2	8	3	3	3	2	2

* Includes expired licenses

Feedback/Issues/Observations

- Much higher number of Assessors than Judges
- Confusion between Presenters on course content/duration etc
- Lack of feedback following results
- Lack of clarity regarding eligibility/development/mentorship
- No CPD
- Large jump in knowledge in Judging structure
- Unclear about about how to progress to the next level
- Many many volunteers who are keen and eager to learn and engage in our sport
- Uneven distribution of Officials around the Regions/Clubs

Feedback/Issues/Observations

- Good value for money
- Poor resources for teaching – videos – both in quality and variety
- Some planning issues around notice of when courses are being held
- Growing number of clubs means growing number of volunteers needed
- Confusion re licensing and ASA Membership for everyone!

Proposed New Structure

- Using FINA proposed structure
- Mixture of local (regional) and National Presentation
- More input from current FINA Judges
- CPD and Logging of experience
- Clear and published eligibility criteria, pass mark criteria and plan for progression

Judges Training

- 3 Level Training of Judges
- Separate Referees and Evaluator Training
- All 3 levels consist of 1 whole day training plus an Open Book written exam
- Clearly defined eligibility criteria
- Clearly defined criteria for achievement and progression
- All Judges must refresh in line with changes from FINA (once every 4 years)

Judges Training – Level 1

Train Judges to Basic Level of Competition

- Use of Marking Scales
- Develop understanding of Basic Movements and Positions
- Able to identify Figures in current Age Groups
- Ethics
- Develop knowledge and understanding of Free Routines

Testing- Open book written examination and figure identification

Logged activity of Judging at 4 Novice and/or County/Open Competitions (sign off) in 2 year period

No eligibility criteria – Age 16

Judges Training – Level 1

Eligibility	Age 16 No other entry requirement
Outcome	Level 1 Judge – qualified to judge at Novice and County/Open Level Age Group Competitions
Expectation to maintain qual.	Attend update every 4 years Judge at at least 2 appropriate level competitions per year to maintain qualification
Presenter of course	FINA Judges Current National Judges that have Presenter Qual.
Course content	6/7 hour course – classroom course Written exam Log book of attendance over 2 year period in order to qualify
Conversion	TBC

Judges Training – Level 2

Train Judges to be able to judge at Junior/Age Group competitions

- Develop knowledge of rules and penalties
- Develop knowledge of NVT, difficulty values and application to figures
- Application of deductions to figures
- Exposure to variety of level of figures and scores
- Further analysis of Free Routines – range of level of routines, recognition of difficulty

Testing: Open book written exam

Evaluation of judging practise – 4 evaluations * across Novice/County/Regional Level of competition in 2 year period

* Evaluation Process to be discussed further

Judges Training – Level 2

Eligibility	Level 1 Judge – qualified for 1 year and evidence of maintaining qual.
Outcome	Level 2 Judge – qualified to judge at Regional Level of Competition and National Age Groups
Expectation to maintain qual.	Attend update every 4 years Judge at at least 2 appropriate level competitions per year to maintain qualification
Presenter of course	FINA Judges Current National Judges that have Presenter Qual. Also
Course content	6/7 hour course – classroom course Written exam 4 x Evaluations over 2 year period either as shadow panel at NAGS/Reg or at Level 1 level of competition
Conversion	TBC

Judges Training – Level 3

Train Judges to be able to judge at Senior events, including National Champs.

- Develop further knowledge re rules, penalties and organisation
- Develop complete knowledge re judging figures and component parts
- Further develop knowledge and aptitude regarding judging Free Routines
- Indepth knowledge of Technical Elements across solos, duets and team

Testing: Open book written exam, 4 evaluations * across Regional/National level of competition over 2 year period including at least 1 x shadow at Senior event

* Evaluations process to be discussed further

National Scorers Courses

No change of structure at this time

Currently 2 courses for National Scorer and Chief Recorder
– demand for more qualified

Currently both national Scorer and Chief Recorder require license.

Review to take place when FINA changes are introduced from end 2017



Questions?



Regional and Club Update

Sarah Darragh
National Synchronised Swimming Development Officer

Grass Roots Development

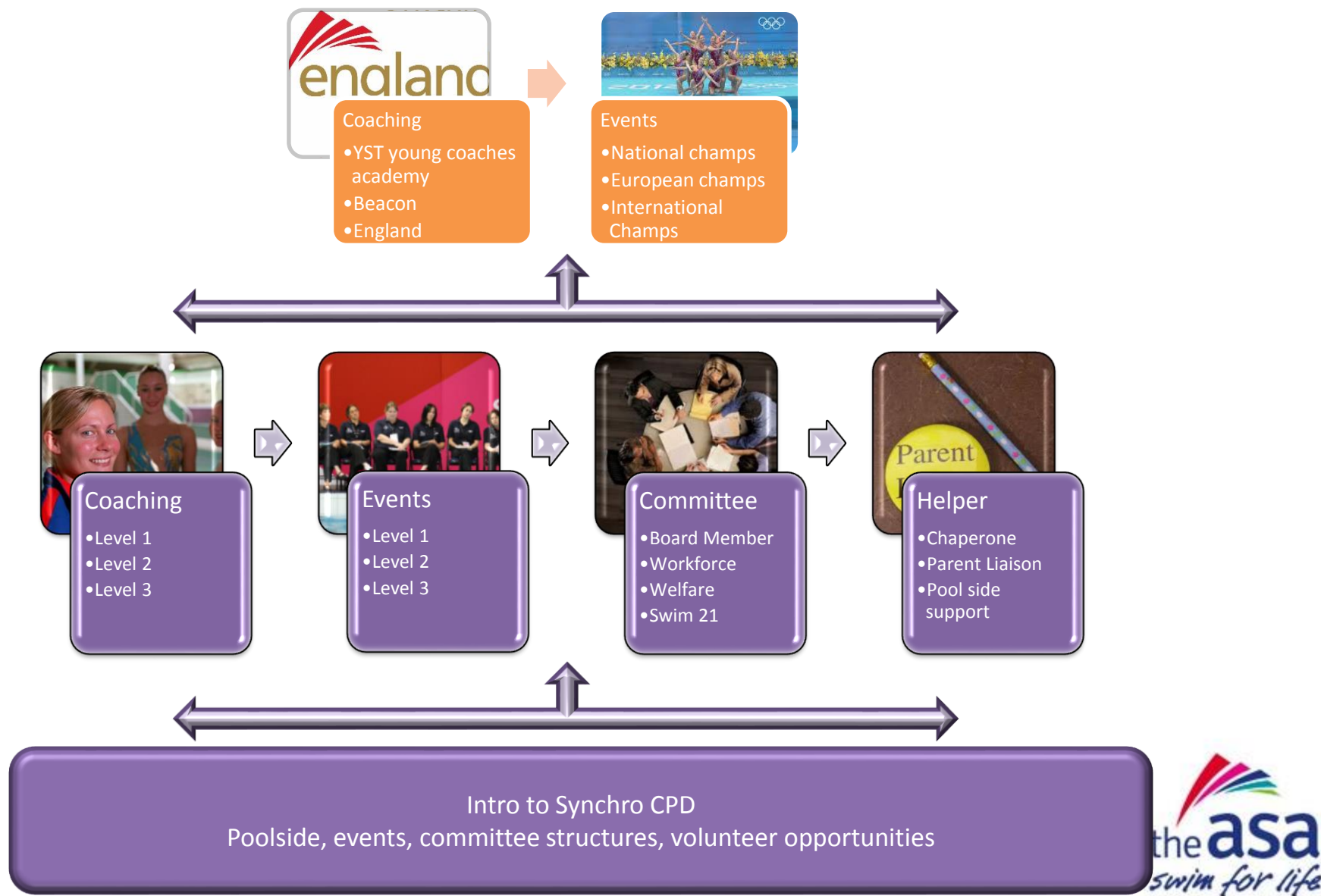
- Learn to synchro (8/9/10) This is currently being reviewed. Due to launch from September 2017 to include:
 - Operator Resource
 - Teachers resource
 - Schools resource
- Increase participation
 - Offering a new way of being in the water
 - Engaging hard to reach communities by providing female only environments
 - Helping a new audience take part in local and national challenges

Being Relevant

Synchro clubs are female friendly environments and can open up additional sessions to operators to allow a safe environment for women to participate in aquatic activity:

- Predominantly female coaches
- Predominantly female lifeguards
- Can be used for operators to extend their #thisgirlcan offer without having to implement a new offer.
- Can engage and retain girls and women in sport.

Volunteer Development



Regional Athlete Development

- Top 15 in figures at Multi Regionals from each age group 12u, 13/14, 15+
- Swimmers not already part of an England Programme or Beacon Squad
- The Programme will be structured around the England Talent Trial Criteria:
 - Speed test
 - Figures & routine skills
 - Flexibility
 - Nutrition and Sports Psychology

Masters

- Consultation complete
- Planning Meeting 4th June, Sport Park
- Formation of Masters synchro group July 2016

Communication

Marketing

Recruitment and retention of swimmers

Competition

Q&A



Club Development



Priorities

- Priorities will change for 2017-21 Strategy
 - Change of age, 5yrs +
 - Volunteers recognised
 - Addressing inactivity
 - Collaborative working
 - Local initiatives

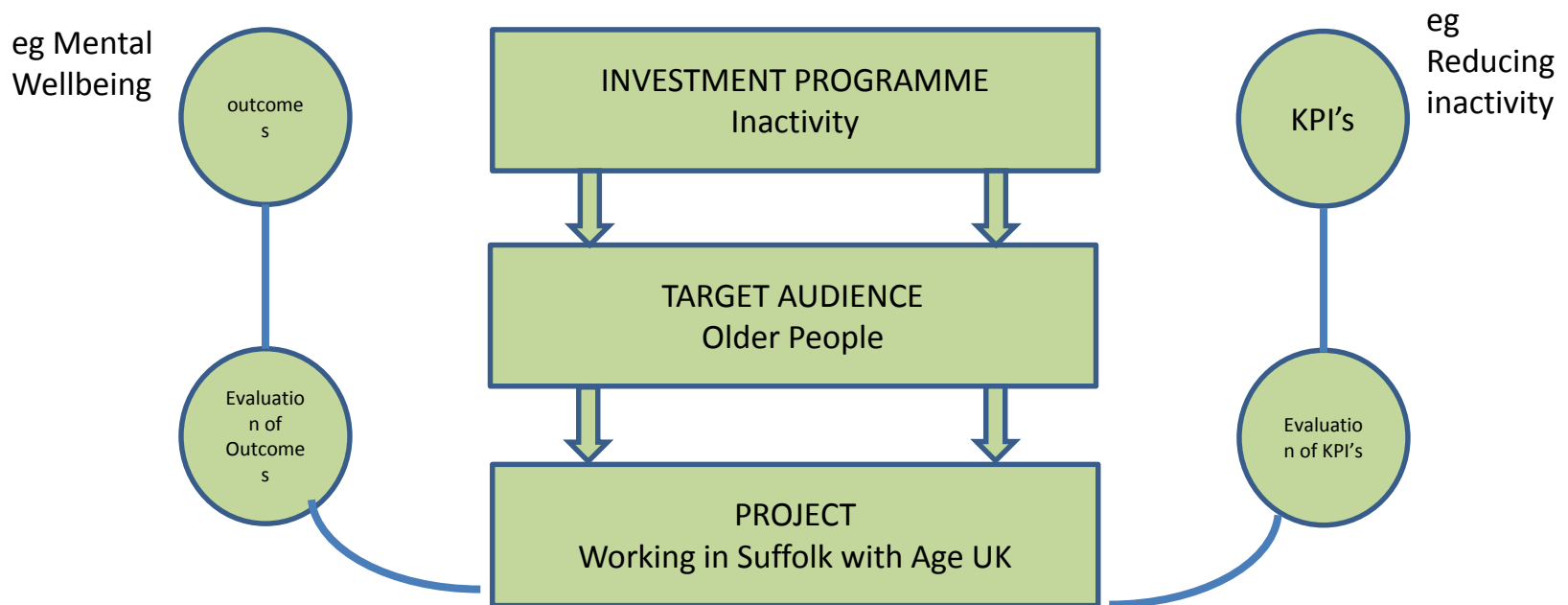
How does this impact clubs?

- Encourages the development of new clubs
- Supports the development of new activities
- Promote the local development of volunteers
- Creates the development of relationships with local partners
 - Operator links
 - School links
 - Dance / gymnastics links

7 new investment programmes

Programmes	Focus
Tackling Inactivity	Focus on people doing less than 30mins of moderate intensity activity
Children and young people	Pre and post-school activities.
Volunteering	What does the volunteer get out of volunteering
Mass marketing	making sport more digitally accessible
Supporting Clubs Core Market	Potential for additional support for regional talent maybe?
Local delivery funding	Testing the opportunity of collaborative working through partners
Facilities	Multi sport facilities

Investment Principles



Preparing your Club

- Audit your current club structure
- Understand what your club aims are
- Develop plans that align with:
 - Local Priorities
 - Regional strategies
 - National Strategies
- Create Partnerships
 - Local enterprise partnerships
 - Public health teams
 - Club Networks

Consider Projects

- Creation of grass roots programmes
 - Operator links - Learn to Synchro
 - Satellite Sessions
- Starting a masters section
- Developing a land session
- Growing Volunteers

Consider Partners

- ASA Regional Officers
- County Sports Partnerships (CSP's)
<https://girlsmove.london/>
- Universities
- Pool Operators
- Local Club Development Officers / Aquatic Leads
- Volunteer bureaux

Final Thoughts

- Understand specific local community needs
- Link these needs to National agendas
- Consider how your club environment can impact on these areas

<https://www.youtube.com/watch?v=f79o7xNBIZM>





Final thoughts...

Thank you for coming