



Coaching Plan

2023-2025

Coaching Plan

2023-2025

Our vision

‘Transforming lives through inspirational coaching’

Our mission

‘To build a diverse and inclusive coaching community that are empowered to create positive experiences for everyone involved in aquatic sport’.

Coaches matter. Great coaches shape and enrich the lives of those participating in our aquatic sports. They are the life-blood of our clubs and sports programmes; providing guidance, support and encouragement in order to help people to achieve their personal goals and aspirations.

Great coaching is central to our Swim England vision of ‘a nation swimming’ and mission to create ‘a happier, healthier and more successful nation through swimming’.

Our mission is underpinned by a ‘Duty of Care’. We will ensure that the safeguarding and welfare of all of our participants is at the very heart of coaching.

As the national governing body (NGB) for aquatics, we will enable our coaches’ voices to be heard and understood; but most importantly take positive action to support coach well-being. Equally, we will hold our coaches accountable to

the highest standards of safe and effective practice, cultivating a coaching culture and behaviours that ensure our participants enjoy a safe and fulfilling sporting experience. We surveyed our aquatic coaches to find out what matters most to them. We wanted to better understand their motivations for being involved in coaching, the challenges that they face day to day in their role as a coach, and their wants and needs from their NGB.

Our three-year coaching plan will therefore aim to directly address the feedback provided through the coaching survey and will demonstrate Swim England’s pledge to support the coaching community, as both people and coaches. In doing so, we will specifically focus upon recognising and removing any barriers faced by people already involved or wanting to be involved in aquatic sport.

We will work collaboratively, and in partnership with key stakeholders who can support the translation of this plan into positive and progressive action, changing the face of aquatic coaching in England. Furthermore, we will remain committed to monitoring and reviewing progress towards our key aims and objectives by adopting an insight-led approach.

Strategic aims

The Swim England Coaching Plan will focus upon achieving four key strategic aims by 2025; **Connecting the coaching community, empowering our people, setting standards and tackling inequalities.**

Key strategic themes

1. Connecting the coaching community

We will create innovative ways to connect our coaching community; improving our capability to deliver inclusive learning and development (L&D) opportunities both online and face to face.

We will do this by:

- Launching a Swim England Coach Membership which offers industry leading tailored, comprehensive insurance and unrivalled member benefits. One such benefit will be access to an 'assistance' programme that can provide support for coaches with issues such as mental health challenges and financial hardship.
- Transforming our digital capabilities to improve accessibility to a broad range of formal and informal L&D.
- Providing space and opportunity for coaches to connect and interact with their coaching peers.
- Continuing to explore opportunities for cross-sport working within the aquatics coaching community, making the most of our unique status as the NGB for four aquatic disciplines; swimming, diving, water polo and artistic swimming.
- Developing opportunities for coaches to receive mentorship.



What will success look like?

By 2025 we will:

- > Increase the number of coaches that subscribe to the Swim England Coach Membership to upwards of 3,000 coaches.
- > Develop an interactive, online L&D platform, where all coaching resources will be centrally located.
- > Outline a holistic coaching offer that comprises a blend of both online and face to face coaching interactions.
- > Deliver specific coaching workshops, conferences, and application-based coaching programmes that bring together coaches from across our aquatic disciplines.
- > Expand our National team of Coach Developers from 10 to 22, providing world-class mentoring to around 88 aquatic coaches from across the aquatic disciplines. This is subject to agreement with the regional swimming associations where roles are match-funded.
- > Provide specific training to the Coach Developer team in order to maximise their effectiveness in the role. Any work in this area will be aligned to the Chartered Institute for the Management of Sport and Physical Activity (CIMSPA) professional Coach Developer standards.



2. Empowering our people

We will develop a comprehensive suite of L&D opportunities and signpost coaches to the resources that are appropriate to the setting in which they work and their identified areas for growth and development.

We will do this by:

- Working with key partners to provide an innovative coach development offer which involves a blend of technical 'in sport' and non-technical 'out of the sport' content and delivery.
- Providing clear signposting to appropriate L&D opportunities based upon the coach's individual wants and needs, the roles that they undertake and the context in which they work; enabling coaches to become 'high performing' in their chosen domain.
- Undertaking a review of the coach certification/ qualification offer and identifying gaps in the current provision. This will enable us to ensure that there is a formal education offer for coaches working in all settings.

What will success look like?

By 2025 we will:

- > Develop and communicate a digital resource which outlines the entire Coach L&D offer and progression routes for career coaches.
- > Collaborate with key partners to co-create and deliver a suite of L&D opportunities which connect seamlessly with the formal coach certification programme. This offer will include a blend of forums, workshops, conferences, application-based coaching programmes and apprenticeships, alongside opportunities to coach within the discipline talent pathways.
- > Offer comprehensive training on how to create an Individual Development Plan. This process will enable coaches to prioritise key areas for personal and professional growth.



- > Formulate an initial three-year plan which clearly identifies the priorities for the development of new certificates and qualifications alongside the review and redevelopment of our existing programmes. More specifically we will:
 - Consider the entry routes for coaches into our sports and look to improve accessibility to education and training for our workforce by scoping out the potential for Helper and Leader awards.
 - Support the transition of aquatic athletes into coaching.
 - Align our coaching certificates to the CIMSPA professional standards.
 - Develop and implement a Level 3 Senior Coach Certificate for diving, water polo and artistic swimming.
 - Introduce a policy which clearly outlines the process for the 'Recognition of Prior Learning' (RPL).

3. Setting standards

We will set the highest standards for coaches working in our aquatic sports, ensuring that our coaching workforce is appropriately regulated and professionally managed in their place of work. We will proactively support coach well-being in order to maintain longevity in the sport.

We will do this by:

- Enhancing the capabilities of our Teaching and Coaching Register to collect pertinent data about our aquatic coaches; specifically DBS status, safeguarding training, qualifications and Continued Professional Development (CPD).
- Improving our communication to both coaches and club officers around their responsibility to the Teaching and Coaching Register.
- Quality assuring our coaching workforce, ensuring that they remain up to date with current best practice standards and guidelines.
- Providing training and support for club personnel and internal NGB staff who are responsible for the employment and management of our coaching workforce. This will ensure that both our volunteer and paid professional coaches are appropriately managed in their home club environment and also when working on behalf of Swim England.
- Clearly communicating key policies and procedures for raising safeguarding, welfare and code of conduct concerns and providing guidance on how these issues are subsequently investigated and resolved.

What success looks like:

By 2025 we will:

- > Aim to achieve and maintain a 100 per cent compliance rate to DBS prior to undertaking a role on poolside in a supervisory capacity and safeguarding training within one month of coming into post.
- > Ensure that our coaches hold the requisite certificate/qualification for the coaching roles that they undertake, as outlined in the Swim England Coaching Policy.
- > Introduce a licensing scheme that allows the NGB to monitor the current compliance and training status of our coaches.
- > Foster improved relations between coaches and their employers in order to reduce the number of concerns raised to Swim England about Coaches or Coaching practice.
- > Ensure that all coaches, and the people responsible for managing and deploying these coaches, fully understand and comply with the complaints referral process.



4. Tackling inequalities

We will create opportunities for people and communities that have previously encountered barriers to getting involved in coaching. Ultimately, our aim will be to establish a coaching workforce that reflects the diversity of the communities in which they work.



We will do this by:

- Obtaining a more accurate picture of the diversity of our coaching workforce.
- Seeking to better understand the challenges faced by groups that are marginalised within society through 'allyship' and consultation with diversity partners.
- Working collaboratively with key partners and agencies to adopt a place-based approach. This will enable us to implement initiatives or ways of working which directly tackle the most important issues in a particular community.
- Role modelling aquatic coaches from diverse backgrounds, and creating forums for their experiences to be shared.
- Proactively creating opportunities for coaches from marginalised groups to flourish in our system.



What will success look like?

By 2025 we will:

- > Improve the functionality of the Teaching and Coaching Register by adding attributes to the system which will allow us to capture accurate data pertaining to the diversity of our workforce. We will help our coaches to understand the importance of providing the NGB with this information.
- > Review our application and selection processes for all coaching initiatives to ensure that the current protocols are not presenting barriers to coaches from marginalised groups.
- > Create taskforces, comprised of representatives from our coaching community and key diversity partner organisations to help us to better understand how to encourage people from marginalised groups into coaching.
- > Increase the number of coaches from ethnically diverse communities from 2.88 to 5 per cent by working with our membership/ clubs to identify potential coaches for the future; providing access to the required training and education and where possible removing barriers and improving access and guidance.
- > Increase the number of coaches from marginalised groups who are trained and deployed at Assistant Coach, Coach and Senior Coach level across our aquatic disciplines. More specifically we will:
 - Increase the ethnic diversity of coaches at all levels of the certification programme. Between November 2016 and February 2022 we have certified 1,065 coaches from ethnically diverse backgrounds and we aim to train a further 1,000 coaches between March 2022 and March 2025.
 - Increase the representation of female coaches on our Senior Coach programme. Between November 2016 and February 2022 we have certified 33 female coaches at Senior Coach level and we aim to train an additional 30 female coaches between March 2022 and March 2025.
 - Increase the number of Coaching Tutors and Mentor Assessors from under-represented groups.

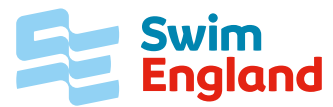


Our commitment to coaching

Swim England is committed to reviewing our internal staffing structure in order to clarify, coordinate and increase the cross-departmental contribution to the coaching system. This includes the appointment of a Head of Coaching. We will also continue to source the funding support necessary to bring this plan to life. This will enable us to fulfil the aims and objectives set out in this three-year plan; resourcing coach education and development from the grassroots of the sport through to the elite level.

We look forward to collaborating with our key partners to fully realise our vision of 'transforming lives through inspirational coaching'.





Written by the Swim England Coaching Team
If you have any comments or feedback, please contact: coaching@swimming.org

Pavilion 3, SportPark, 3 Oakwood Drive, Loughborough University, Leicestershire LE11 3QF
Tel: 01509 618700 | swimming.org



[f](https://www.facebook.com/SwimEngland) SwimEngland

[@Sw_EngCoaching](https://twitter.com/Sw_EngCoaching)

[i](https://www.instagram.com/swimengland) swimengland

Funding Partner

