



SEQ LEVEL 3

Managing Learn to Swim Programmes

QUALIFICATION SUMMARY

(QAN): 610/6482/8

VERSION 2025/V1

Welcome to the SEQ Level 3 Managing Learn to Swim Programmes

Qualification Summary

About Swim England Qualifications

We develop market-leading qualifications for the aquatic industry.

As the awarding organisation for the national governing body for swimming in England, we aim to ensure our qualifications are high quality and reflect the latest industry developments.

Our qualifications are designed to:

- create a professional, high quality and diverse workforce
- equip individuals with real world know-how and skills for the next stage in their career development
- meet industry recognised standards and the needs of employers.

The full list of qualifications awarded by Swim England Qualifications can be found on the **Ofqual Register of Regulated Qualifications**, or via **Qualification Wales**.

Equal Opportunities

Swim England Qualifications fully supports the principles of equal opportunities and is committed to satisfying these in all activities and published materials. A copy of our Equality and Diversity Policy is available on our website **swimenglandqualifications.com**.



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1 Introduction to the qualification

1.1 Entry requirements

Learners must be 18 years of age or older on the course start date.

It is recommended, but not essential, that learners hold an approved SEQ Level 2 qualification or equivalent. This prior achievement is advised as it provides learners with a strong foundation in swimming teaching skills, terminology, and practical techniques, which will support their understanding and successful completion of the programme.

If an individual has achieved a SEQ, Swim England, or ASA equivalent qualification, there are still opportunities for reduced Total Qualification Time (TQT). Advice on this option would be provided via an Approved Training Centres Recognition of Prior Learning (RPL) process.

1.2 Recognition of Prior Learning (RPL)

Learners may apply for recognition of prior learning (RPL) where they can provide evidence of relevant work experience, previous learning, or achievement that demonstrates knowledge, skills, and understanding aligned to the content of this qualification.

However, recognition of prior learning **does not exempt a learner from assessment**. All learners must undertake the prescribed assessment in full and achieve a **Pass (Competent)** grade in order to be awarded the qualification.

This ensures that every learner has demonstrated competence against the current assessment criteria, maintaining the validity, reliability, and comparability of the qualification.

1.3 About this qualification

Qualification title:	SEQ Level 3 Managing Learn to Swim Programmes
Qualification number:	610/6482/8
Qualification Level:	3
Registration Period:	24 months from the first day of the course
Total Qualification Time (TQT):	60 hours
Guided Learning (GL):	40 hours

GL is the amount of time an individual spends being taught or instructed by a Swim England licensed Educator.

TQT is comprised of the following two elements:

1. the number of hours which we have assigned to a qualification for Guided Learning
2. an estimate of the number of hours an individual will reasonably be likely to spend in preparation, study or other form of participation in education or training, including assessment.

1.4 Who the qualification is for

This qualification is intended for learners who wish to progress into roles with responsibility for the organisation and oversight of swimming programmes. It equips learners with the knowledge and skills to ensure the safe, effective, and high-quality delivery of programmes that contribute positively to participants' experiences and outcomes.

1.5 What the qualification could lead to

This qualification prepares learners for supervisory or management roles within Swim programmes. It may lead to positions such as:

- Learn to Swim Programme Coordinator
- Swim School Manager
- Aquatics Programme Coordinator

Learners may also progress to further study in related fields, including:

- Swim Teaching and Coaching
- Leisure or Facility Management

This qualification provides a pathway for professional growth within the aquatics, sport, and leisure sectors.

1.6 Objective of the qualification

The objective of this qualification is to enable learners to:

- Manage swim programmes effectively, responsibly, and in line with industry standards.
- Apply safeguarding, health and safety, and legal requirements to ensure safe and inclusive provision.
- Plan, deliver, and evaluate programmes that meet participant needs and support progression.
- Use evaluation data and monitoring processes to drive continuous improvement.
- Manage and support staff teams, including coordinating professional development and communication.
- Apply customer service strategies to enhance participant experience, encourage retention, and build positive relationships with parents, guardians, and the wider community.
- Deliver swim programmes that are efficient, sustainable, and focused on both organisational objectives and participant success.

1.7 What the qualification covers

The SEQ Level 3 Managing Learn to Swim Programmes has been developed in collaboration with key stakeholders from the swimming sector. The qualification provides learners with the knowledge, skills, and understanding required to manage the safe and effective delivery of Learn to Swim programmes.

It covers:

- Legal, safeguarding, and health and safety responsibilities.
- Planning, coordinating, and monitoring programme delivery.
- Designing and adapting programmes to meet participant needs and support progression.
- Evaluating programme performance and implementing improvements.
- Managing workforce requirements, including staff deployment and professional development.
- Applying effective communication and leadership within programme teams.
- Enhancing customer experience to promote participation, retention, and community engagement.

On completion, learners will be equipped to manage inclusive, high-quality Learn to Swim programmes and support progression into employment within the aquatics sector.

2 Structure of qualification

The SEQ Level 3 Managing Learn to Swim Programmes qualification consists of the following learning outcomes and assessment criteria.

SEQ Level 3 Managing Learn to Swim Programmes				
Unit Number	Unit title	GLH	Level	Type
1	How to Manage a Swim Programme	21	3	Mandatory
2	Managing the Swim Programme Team	11	3	Mandatory
3	Managing Swim Programme's Customer Experience	8	3	Mandatory

The SEQ Level 3 Managing Learn to Swim Programmes qualification comprises of three mandatory units that learners must complete and achieve.

Unit 1: How to Manage a Swim Programme	
Learning Outcomes	Assessment Criteria
<i>The learner will be able to...</i>	<i>The learner can...</i>
1. Understand the legislative and regulatory frameworks relevant to the coordination of a swimming programme	1.1 Explain how two industry guidelines contribute to the effective coordination of swimming programmes
	1.2 Explain how safeguarding procedures should be applied in a swimming programme
	1.3 Describe two pieces of legislation that can be implemented to maintain a healthy and safe swimming programme
2. Know about the different learn to swim pathways	2.1 Describe how different learn to swim pathways meet the needs of various types of participants
3. Know how to produce and evaluate an improvement plan for a swimming programme	3.1 Assess a SWOT analysis and identify new opportunities for a swimming programme
	3.2 Analyse an aquatic improvement plan
	3.3 Explain how the aquatic improvement plan can be monitored and evaluated
4. Know how to plan for a swimming model or an event	4.1 Produce a plan for a swimming programme model or an event
	4.2 Produce a risk assessment for a swimming lesson

Unit 2: Managing the Swim Programme Team	
Learning Outcomes	Assessment Criteria
<i>The learner will be able to...</i>	<i>The learner can...</i>
1. Understand the principles of people management and team development	1.1 Distinguish between two different management styles and their suitability for managing different team dynamics
	1.2 Describe strategies to manage a team and motivation techniques
2. Know how to effectively recruit, manage and supervise a swimming programme team	2.1 Outline the key stages of recruiting and onboarding a swimming programme team
	2.2 Explain the potential impact of non-compliance with the recruitment and onboarding process on a swimming programme
	2.3 Prepare meeting documentation for a swimming programme team meeting
	2.4 Review a swimming teacher's delivery and management of a lesson and produce a development plan identifying improvements based on the review findings
3. Be able to self-evaluate and plan for own professional development in managing swim programmes	3.1 Evaluate personal performance
	3.2 Produce a personal development plan and justify proposed activities

Unit 3: Managing Swim Programme's Customer Experience	
Learning Outcomes	Assessment Criteria
<i>The learner will be able to...</i>	<i>The learner can...</i>
1. Understand the impact of customer service on swimming programmes	1.1 Describe an effective customer journey in a swimming programme
	1.2 Explain two benefits of positive customer service on a swimming programme
	1.3 Explain how to meet the needs of two different types of customers
2. Understand different communication methods for engaging with a range of swimming programme stakeholders	2.1 Describe different communication methods for engaging two different types of swimming programme stakeholders
	2.2 Explain how the timing and frequency of communication can influence its effectiveness
3. Be able to demonstrate effective communication methods with different swimming programme stakeholders	3.1 Demonstrate effective communication methods with two different types of swimming programme stakeholders

3 Assessment

3.1 Assessment Summary

The assessment for this qualification involves a single summative test, set and marked externally by Swim England Qualifications (SEQ) and delivered securely via the SEQ online portal. It features an online written section with multiple-choice and short-answer questions to evaluate theoretical knowledge, alongside scenario-based tasks requiring applied responses to realistic case studies. Learners are assessed on all learning outcomes, with key criteria such as safeguarding, health and safety, risk assessment, safe recruitment, and customer communication incorporated into the assessment. This method ensures a comprehensive evaluation of knowledge, application, and evaluative skills, allowing learners to demonstrate both theoretical understanding and practical competence in managing Learn to Swim programmes.

3.2 Assessment Process

The assessment for this qualification is completed through the SEQ secure online portal. It is designed to provide a rigorous and balanced measure of learner competence, with a total of 100 marks available. Approved Training Centres are responsible for ensuring that appropriate assessment conditions and invigilation are in place, whether assessments take place on-site or, where permitted, at secure off-site locations, in line with SEQ policy. The assessment combines a range of question types requiring learners to demonstrate knowledge recall, applied understanding, problem-solving, and evaluative skills in realistic contexts. All assessments are externally set and marked by SEQ-appointed assessors using approved marking schemes, with outcomes awarded on a Pass/Fail basis. External moderation and quality assurance procedures ensure validity, reliability, and consistency across centres. Learners who do not achieve a Pass may undertake a resit using an alternative version of the assessment. Reasonable adjustments are available to ensure accessibility and fairness for learners with additional needs.

3.3 Assessment Tasks

The assessment tasks for this qualification are designed to reflect real-world practice, enabling learners to demonstrate both applied knowledge and practical skills. Learners are required to respond to a blend of knowledge-based and applied assessment activities that test their ability to recall, interpret, and evaluate information, as well as make informed decisions in realistic contexts. The assessment integrates theoretical understanding with scenario-based application, requiring learners to evidence competence in key areas such as programme planning, customer experience, safeguarding, staffing, and quality assurance. By combining structured written responses with applied decision-making tasks set within realistic management scenarios, the assessment ensures that learners demonstrate critical thinking, problem-solving, and the effective use of management strategies relevant to managing Learn to Swim programmes.

3.4 Authenticity

All learners must complete and submit a Declaration of Authenticity, confirming that the work they submit is entirely their own and has been completed without improper assistance. All assessments must be completed in English unless otherwise specified in the assessment requirements. By submitting their work, learners confirm that it does not contain plagiarised material, has not been completed in collaboration

with others (unless explicitly permitted), and has not been produced by another individual or through impersonation. Breaches of this declaration may be treated as malpractice and could result in the assessment being invalidated.

3.5 Grading

This qualification is not graded; individuals will be assessed on a Pass / Fail basis for each mandatory unit. To be awarded the qualification, the learner must meet the Learning Outcomes and Assessment Criteria across all three mandatory units.

These terms are defined as follows:

- Pass – The learner has demonstrated that all required learning outcomes and associated assessment criteria have been fully met to the specified standard. Evidence shows that the learner can apply their knowledge and skills reliably and appropriately.
- Fail – The learner has not yet met one or more of the assessment criteria and has not provided sufficient evidence to achieve the required standard. A Fail indicates that reassessment is required, and the learner must retake the assessment tasks that were not achieved.

3.6 Enquiries and Appeals

Details are provided in our Enquiries and Appeals Policy, which can be found on the Swim England Qualifications website.

4 Contact points

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