



ASA North East Regional Strategy

2009 – 2013

DRAFT

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Our vision and outcomes

What do we mean by swimming?

Our definition of swimming includes competitive and recreational swimming in pools but goes much wider and also covers a range of aquatic disciplines including water polo, aqua fit activities, synchronised swimming and diving, as well as disability, masters and open water swimming.

Our vision for swimming in the region

British swimming has an overall vision for swimming to 2014. The outcomes described as part of the vision seek to ensure that everyone has the opportunity to learn to swim; achieve their own personal goals throughout their lifetime, improve their own health; or enjoy swimming just for fun. The vision also seeks to ensure we are successful on the world stage and achieve gold medals at Commonwealth, European and World Championships and the Olympic Games

We have built on these outcomes to develop our vision for swimming in the region, which is to: -

Improve the lives of people in the ASA North East Region through swimming and other aquatic activities

We believe taking part in regular swimming or aquatic activities can improve the health and well being of people of all ages. It is an effective tool for raising people's aspiration in improving education and skills which lead to an increase in economic activity. It can also contribute to improved levels of social integration and cohesion by encouraging children, young people and adults from all groups in our society to swim and play together.

The ASA North East Region covers a large geographical area including North East England, North Yorkshire and the Humber and includes the Sport England NE and Sport England Yorkshire and Humberside regions. 15% of the country's population live in the region totalling more than 7.48 million people which is 15%.

Our priorities for achieving the vision

We have identified 6 priorities where we will concentrate our efforts in order to achieve our vision.

Learn to swim - swimming is an essential life skill which enables people to enjoy water based activities throughout their lives and we will work with schools and local authorities to make sure that all children have access to high quality learn to swim programmes.

Health and Lifelong participation – swimming is a major participation sport amongst young people and we will provide opportunities to ensure everyone learning to swim can continue to benefit from participation in the sport throughout their lifetime. Swimming is more able than most other sports or physical activity to make a positive improvement to people's health. The research shows that it can contribute to reducing obesity, osteoarthritis, diabetes, cardiovascular disease, hypertension, strokes and problems caused by mental health.

Athlete development – fulfilling the full potential of swimmers is critical if we are to achieve national and international success so we will ensure all swimmers have access to appropriate coaching, support and environment at every stage of their career.

Workforce development - achieving our vision will only be possible by supporting the development of our coaches, volunteers and officials. We will invest in training and professional development to increase the number and improve the quality of our workforce.

Facilities – the provision of suitable and appropriate facilities for all participants is fundamental to achieving our ambitious vision. We will continue to work with partners to ensure the needs of participants of all standards in every discipline of the sport are met.

Governance and commercial – the success of our sport relies on solid corporate governance and effective use of resources and we will demonstrate sound accountability and stewardship in all our activities.

Why is swimming important?

The All-Party Committee on Culture, Media and Sport suggested that '*Sport makes a significant contribution to our economy, our environment and our society.*'¹ Substantial research has been conducted to demonstrate the impact of sport on meeting the needs of people of all ages; reducing health inequalities; and supporting safe, strong and sustainable communities.

Swimming is the number one participation sport in the country with over 12 million participants. In addition a recent Mori poll suggests that swimming is the most popular sport with children and for the population as a whole it is the fastest growing sport and growing by 13% since 2004.

For all these reasons we think that for people of all ages, taking part in swimming is important. We know it enriches the lives of people whether it is through relaxed recreation or through serious competition but it also helps to improve people's health and brings communities together. However, there is evidenced based research to support our view

The Chief Medical Officer provided scientific evidence-based research to show the impact of physical activity including swimming on addressing health inequalities.² The research showed that activities like swimming would: -

- **Reduce the likelihood of ill health and illnesses and reduce the mortality risk** - Evidence confirms that regular participation in sport reduces the risk of cardiovascular disease, diabetes, some types of cancer, obesity, hypertension, osteoporosis, musculoskeletal problems and mental health problems such as anxiety and depression.
- **Help to tackle obesity** - If current growth rates continue a third of all adults will be obese by 2010. Regular participation in swimming can play a key role in weight management and also helps to reduce the risk of illness and premature death in overweight and obese people.
- **Support healthy growth in young people and encourage the adoption of a healthy lifestyle** - Regular participation in swimming by young people reduces health risks, such as high blood pressure, and helps maintain energy balance and a healthy weight. Swimming can also encourage the adoption of a healthy lifestyle by young people, by increasing knowledge and understanding of how to be healthy and positively influencing other factors that contribute to health issues such as teenage pregnancy, drug and alcohol misuse.
- **Contribute to older people leading more independent lives** - participation in swimming by older adults improves fitness and mobility which helps to prevent accidents and falls and enable people to lead more independent lives.

Swimming also helps to create safe and sustainable communities and research studies³ undertaken provide evidence of the impact that it can make by:

¹ All-Party Select Committee on Culture, Media and Sport, May 1999.

² Donaldson L., At least 5 times a week. CMO, 2004. London

³ Teaming Up – Joint working between sport and neighbourhood renewal practitioners – NRU 2004

- **Strengthening community cohesion** - Sport provides opportunities for social engagement which create awareness of difference and break down barriers for individuals and communities. Swimming can be used as an engagement mechanism to build relationships with hard to reach individuals or groups and can open up alternative channels that enable local people, in particular those who are alienated from mainstream services, to obtain advice and information.
- **Reduce youth crime and anti-social behaviour** - Swimming contributes to a reduction in the likelihood of a young person participating in crime or anti-social behaviour.⁴ It offers other role models and alternative social and peer groups with different views, attitudes and expectations and provides activity choices that prevent boredom, improve cognitive skills and present physical and mental challenges.
- **Reduce accidents and fear of crime** - Teaching children to swim as part of sport and leisure time activities helps to reduce accident and injury. It helps to ease tensions between the generations and leads to perceptions of better community safety.

Research evidence demonstrates that sport and particularly swimming can make a significant contribution to meeting the Every Child Matters national framework outcomes:⁵

- **Being healthy** – swimming reduces the risk of illness and ill health for young people, can help to prevent or tackle obesity and contributes to maintaining a healthy lifestyle.⁶
- **Staying safe** – swimming can promote community cohesion and decrease the likelihood of young people being the victims of youth crime or anti-social behaviour, bullying or discrimination. It can also help to reduce some accidents among young people.
- **Enjoying and achieving** – swimming assists young people to learn and attain educational standards, contributes to their personal and social development and to their enjoyment of leisure time.
- **Making a positive contribution** – swimming engages young people in community activity, reduces the likelihood of them being involved in youth crime or anti-social behaviour; develops their self-confidence and encourages positive behaviour and relationships.

⁴ The impact of free swimming on the behaviour of young people; Corcoran. P et al; Durham 2007

⁵ A National Framework for Youth Action and Engagement – The Russell Commission Report, 2005

⁶ Chief Medical Officer, Department of Health, 2004

Our challenges

The region faces some significant challenges over the next 5 years if we are to meet our ambitious vision.

In many aspects of our sport the participation rates are lower than in other regions in the country and this was clearly identified by research conducted in 2007 on behalf of the ASA by the Sports Industry Research Centre based at Sheffield Hallam University.

From the research we know that: -

- In the North East only 12.5% of the population take part in swimming compared to a national average of 13.8%.
- In Yorkshire the participation rate is 13.4% - still below the national average.
- Participation in swimming is particularly low in South Yorkshire, Tees Valley, Durham and Northumberland.
- The picture is similar for all age groups throughout the region
- People with disabilities and from ethnic minority groups participate in swimming less than they do in other part of the country.
- Although the number of swimming clubs in the region equates to that in other regions the number of members per club is significantly lower in the North East and Yorkshire.

But our challenges go beyond those identified by the research. Although we have committed and dedicated workforce in clubs we do not have the number of coaches, officials and volunteers we need in order to grow our participation base. In addition to this the clubs do not have the pool time required to grow and develop and the number of swimming programmes offered by local authorities and Leisure Trusts is insufficient.

At a performance level we have seen our region's swimmers succeed at a national and international level but we do not have enough accredited clubs who are able to maximise the most talented swimmers and we need to improve and increase the qualifications of our coaches in all aquatic disciplines. Our most talented performers also need to be able to access comprehensive support structures including sports science expertise and facilities and dry-land training.

Tackling these challenges will require coordinated effort by all those involved in the sport and we have agreed 6 priorities to help us focus our work and resources over the next 5 years.

Our priorities

Priority 1 Learn to swim

Where are we now?

- There are quality learn to swim programmes and clear learn to swim pathways in place but we are still not able to meet the demand and need to do more.
- Our Learn to Swim providers are using the ASA NPTS but we need to ensure the training to deliver using this resource is maintained.
- Teachers and coaches are accessing ASA UKCC courses and CPD.
- We have delivered a comprehensive National Curriculum training programme.
- Developed high class links to school sport partnerships and delivered Top Up Swimming within the School Swimming Improvement Programme
- Inclusive school club link activities are taking place in areas around the region.
- We have introduced the aquatic disciplines at the early stages of learn to swim

What do we need to do?

Swimming is an essential life skill which enables people to enjoy water based activities throughout their lives and we will work with schools and local authorities to make sure that all children have access to high quality learn to swim programmes.

Our outcomes for the 'learn to swim' priority are:

- Everyone regardless of age or ability has an opportunity to learn to swim and this should be through a fully inclusive programme, regardless of age or ability.
- Qualified swimming teachers are educated and trained to consistent standards and maintain a high level of knowledge and practical ability.

How will we know when we have got there?

- The swimming ability of people will be improved.
- By 2013 we will have increased the number of qualified teachers at level 1 by 960 and level 2 by 720.
- 95% of children will achieve Key Stage 2 swimming targets by 2013

What will we do?

- Work with local authorities, leisure trusts, leisure companies and other partners to provide fully inclusive learn to swim programmes throughout the region.
- Produce and distribute best practise documents for the teaching of swimming.
- Provide continuous professional development system and licensing system for the region.
- Provide an education and continuous training programme for school teachers.
- Promote aquamark as the pool operators accreditation system

Priority 2 Health and Lifelong participation

Where are we now?

Summary of the achievements or progress made so far

- The Swim for Health Hull and East Riding identified the barriers to participation to swimming and changing pool programming to accommodate new initiatives
- The Swim for Health South Tyneside was designed to engage men over 45 in aquatic activity.
- The Everyday Swim programme looked at tackling issues surrounding childhood obesity through partnership work including LAs, PCTs and Leisure Trusts.
- Culture change drive within local authorities to challenge existing provision and attempt to meet local customer needs.
- Kellogg's Swim Active projects focused on getting BME population into swimming.
- Swimming has been shown to be the most popular participation sport in the region.
- We have made new aquatic activities available for all ages and abilities including aqua circuit, Swim fit unit, aqua jog.
- We have introduced and supported a wide range of adult learn to swim classes.

What do we need to do?

Swimming is a major participation sport amongst young people and we will provide opportunities to ensure everyone learning to swim can continue to benefit from participation in the sport throughout their lifetime.

Our outcomes for the 'lifelong participation' priority are: -

- Participation among the over 16s will increase to meet national participation standards.
- Retention by the over 16s will be increased.

How will we know when we have got there?

- Increase in participation by the over 16s by 6% by 2013.
- Participation by over 16s in South Yorkshire, Tees Valley, Durham and Northumberland will be at the national average.

What will we do?

- Work with partners to promote ASA projects, Swimfit, Masters swimming and participation challenge events, particularly in South Yorkshire, Tees Valley, Durham and Northumberland.
- Create pathways offering aquatic activities, volunteering and leadership opportunities
- Develop swimming as part of the Extended Schools programme.
- Expand competitive swimming at Key Stage 3 and 4.
- Diversify club activities, masters swimming opportunities and public pool programmes.
- Link to other aquatic disciplines and other sports such as triathlon, gymnastics, trampolining.
- Seek funding to continue the posts of the Health Officers and Everyday Swim Coordinator.

Priority 3 Athlete development

Where are we now?

Summary of the achievements or progress made so far:

- Swim21 Performance Hub clubs in place and feeder networks established into the Beacon Programme.
- We have established a Talent identification process for diving.
- 40% of the affiliated clubs are now accredited with swim 21.
- The Coaches forum has been established with clear communication channels.
- Our clubs are supported through new external funding.
- Sport Science support has been made available to some clubs and networks.
- We have introduced Regional water polo academies.
- CSP based club forums have been created to share issues and developments.
- We now have 1 full classification team for disability swimming.

What do we need to do?

Fulfilling the full potential of swimmers is critical if we are to achieve national and international success so we will ensure all swimmers have access to appropriate coaching, support and environment at every stage of their career.

Our outcomes for the 'athlete development' priority are: -

- All athletes achieve their potential through a seamless talent development pathway.
- Quality training environments are accessed at every stage of development.

How will we know when we have got there?

There will be: -

- An increase in accredited clubs by 45 by 2013
- Membership of accredited clubs will increase to the national average.
- A clear pathway for disability swimming with swimmers from the region selected for ASA and British Swimming National Programmes.
- Delivery agencies programming facilities to accommodate the needs of competitive swimmers will increase by 30%
- Two Beacon Programmes servicing the needs of athletes following the principles of LTAD, and clear links to the AASE programme

What will we do?

- Support and develop clubs through Swim21 accreditation and revalidation
- Development of a comprehensive, co-ordinated networks of delivery partners
- Delivery of talent programmes to improve opportunities for international competitive success for athletes, coaches and support staff through the Beacon Programme
- Develop structured pathways through Swim 21 Clubs to the regional Beacon Programmes.
- Inclusive opportunities in place for disabled swimmers to compete
- Consult with clubs and competitive swimmers to understand their needs and reflect them in the programming of facilities, allocation of resources and pricing of facilities
- Support talent pathway for all aquatic disciplines
- Deliver regional clinics, camps and opportunities to develop talented athletes

Priority 4 Workforce development

Where are we now?

Summary of the achievements or progress made so far

- We have introduced ASA UKCC qualifications to new and existing members of the workforce.
- Volunteers have undertaken more CPD and training courses as part of Swim21.
- External funding has been secured to support the development of the Region's teachers and coaches.
- Regional grant aid has been made available to affiliated members.
- We have organised Regional Coaches and Regional Tutors conferences to share information and areas of good practice have been organised.
- We have completed a regional workforce development strategy which provides a clear picture for the development of the regional workforce.
- We have supplied advice and guidance for CSP workforce development plans.
- International Paralympic Committee (IPC) have authorised our officials at International, Regional and trainee level.

What do we need to do?

Achieving our vision will only be possible by supporting the development of our coaches, volunteers and officials. We will invest in training and professional development to increase the number and improve the quality of our workforce.

Our outcomes for the 'workforce development' priority are

- An infrastructure that attracts and supports a vibrant and effective workforce.
- An expanded team to implement the strategy.
- High performing teachers, coaches, officials and volunteers.

How will we know when we have got there?

- The number of individuals recruited to join the workforce will have increased by 5000.
- Retention in the workforce will increase by 10%.
- Funding to support workforce development continued.
- The % of licensed Level 1, 2, 3, and 4 coaches and teachers will have increased by 45%.
- The workforce will be recognised and rewarded appropriately.

What will we do?

- Produce an education programme which meets local needs.
- Continue to support training and development by acquiring funding and resources.
- Retain existing workforce including volunteers and officials.
- Improve the quality of delivery.
- Provide accessible and affordable qualifications.
- Recruit additional staff to implement the strategy and advise, guide and facilitate planned developments.

Priority 5 Facilities

Where are we now?

Summary of the achievements or progress made so far

- 2 new 50m pools with diving facilities opened in the region in 2008.
- 4 new 25m pools were also opened during the year.
- 2 pools have been refurbished through the Community Club Development Programme.
- Pool programming by providers has become more customer-focussed.
- We have made progress in obtaining appropriate access for specialists.
- The Swim21 networks are now accommodating swimmers needs.

What do we need to do?

The provision of suitable and appropriate facilities for all participants is fundamental to achieving our ambitious vision. We will continue to work with partners to ensure the needs of participants of all standards in every discipline of the sport are met.

Our outcomes for the 'facilities' priority are: -

- The local authorities and other facility providers in the region recognise the value of swimming.
- Sufficient well designed and managed swimming facilities are provided which meets the needs of the swimming community.
- Advice and guidance on planning and new pool specifications provided to local authorities, private operators and leisure trusts.

How will we know when we have got there?

- By 2013 there will be a new 50 metre pool, 2 new 25 metre eight lane pools, and a new regional standard diving venue in the region.
- 50% clubs will be accessing appropriate pool time.
- 10 local authority facility strategies will incorporate plans to address the ageing pool stock and available pool time.

What will we do?

- Establish effective partnerships with County Sport Partnerships, local authorities, Universities and Colleges and other facility providers and funding bodies.
- Publish good practice information and evidence based research to demonstrate the effectiveness of swimming in meeting national and regional objectives.
- Widen access to facilities and programmes for under-represented groups.

Priority 6 Governance and commercial

Where are we now?

Summary of the achievements or progress made so far

- A Regional Management Board has been established with Independent Members.
- Accountable governance structure in place with Regional training organised and undertaken by Board and Team members.
- Regional Strategy and operational plan in place with clear outcomes and measurable targets.
- Towards An Excellent Service (TAES) completed and implementation plan started.
- External investment has been obtained to implement key priorities.
- Regional financial systems and protocols have been agreed and are in place.
- Clear communication channels with partners have been designed and put in place.
- Staff appraisals have taken place and will be widened to include Board members.

What do we need to do?

The success of our sport relies on solid corporate governance and effective use of resources and we will demonstrate sound accountability and stewardship in all our activities.

Our outcomes for the 'governance and commercial' priority are that: -

- Technical officials and administrators to gain experience in the governance of the sport with a view to ensuring at British Swimming level they are equipped to influence the sport within Great Britain, the Commonwealth, LEN, FINA and IPC.
- The adverse impact on the environment of the sport is minimised.
- The region operates effectively with a modernised infrastructure and efficient business activities and processes.
- Income into the sport increases through sponsorship and commercial activities.

How will we know when we have got there?

- Officials and administrators from the region are equipped to officiate at international events.
- ASA environmental impact targets for the region are met.
- Achieve green standard of Sport England Assurance Programme.
- Workforce recruitment and retention will improve and will be sufficient to deliver the regional strategy.
- Communication with the workforce, swimmers, sponsors and partners will be perceived to be excellent.
- Funding will be in place to support the programmes and developments in the region.

What will we do?

- Establish a formal induction programme for all members.
- Conduct governance audit in the region and self assessment evaluation.
- Establish IoS and accredited Education and Training Centres.
- Design and implement a comprehensive communication plan.
- Ensure all clubs operate with an approved constitution.
- Appropriate aquatic discipline activity taking place through organised routes.
- Develop and implement a commercial and sponsorship strategy.

Appendix 1

Key Performance Indicators

1. Learn to Swim

KPI	Baseline 2008-09	2009 / 2010	2010 / 2011	2011 / 2012	2012 / 2013
No. of Teachers attending CPD seminars	300	875	940	1000	1060
No. of Teachers attending NCTP	200	375	375	375	375
% of children achieving Key Stage 2 Attainment targets	75%	80%	85%	90%	95%

2. Lifelong Participation

KPI	Baseline 2008-09	2009 / 2010	2010 / 2011	2011 / 2012	2012 / 2013
School pools using time for community within extended schools programme	5%	10%	20%	30%	50%
Number of local authorities with an ASA accredited swimming strategy	11	13	16	18	20

3. Athlete Development

Swimming (Inc. Open Water)	Baseline 2008-09	2009 / 2010	2010 / 2011	2011 / 2012	2012 / 2013
Beacon Programmes	2	2	2	2	2
Swim 21 Accredited Clubs	55	85	100	115	130
Regional Disability Squads	0	2	2	2	2
Numbers of networks of Swim 21 Accredited Clubs	10	11	11	11	11
Delivery agencies programming facilities to accommodate needs of competitive swimmers, in line with LTAD	6	10	15	20	30
Number of Regional Level 1 and 2 England Talent Development Clinics	11	11	11	11	11
Region working to the National Competition Framework and including disabled swimmers	0	1	1	1	1
Classification opportunity in region	1	2	2	2	2

Diving	Baseline 2008-09	2009 / 2010	2010 / 2011	2011 / 2012	2012 / 2013
Swim 21 Accredited Clubs	0	2	4	6	8
Local Authorities (LA) programming facilities to accommodate the needs of Diving in line with LTAD	2	2	3	3	3
LA incorporating Flip and Fun into learn to swim programmes	0	4	8	12	16
Number of Regional Development Clinics and Camps	1	2	2	2	2
Region working to the National Competition Framework	1	1	1	1	1
Waterpolo	Baseline 2008-09	2009 / 2010	2010 / 2011	2011 / 2012	2012 / 2013
Swim 21 Accredited Clubs	1	3	6	9	10
LA programming facilities to accommodate the needs of Water polo in line with LTAD	0	1	2	3	3
LA incorporating MiniPolo into learn to swim programmes	0	4	8	12	16
Number of Regional Development Clinics and Camps	2	2	2	2	2
Regions working to the National Competition Framework	1	1	1	1	1
Synchronised Swimming	Baseline 2008-09	2009 / 2010	2010 / 2011	2011 / 2012	2012 / 2013
Swim 21 Accredited Clubs	1	2	4	5	6
LA incorporating AquaFun into learn to swim programmes	0	4	6	8	10
Number of Regional Squads	1	1	1	1	1
Regions working to the National Competition Framework	1	1	1	1	1

4. Workforce Development

KPI	Baseline 2008-09	2009 / 2010	2010 / 2011	2011 / 2012	2012 / 2013
Number of Level 1 for all disciplines	240	640	1280	1920	2560
Number of Level 2, 3, 4 for all disciplines	250	500	1000	1500	2000
Number of Team Managers for all disciplines	120	260	320	380	440
% of licensed Level 1, 2, 3, 4 coaches and teachers	10%	30%	50%	65%	75%

5. Facilities

KPI	Baseline 2008-09	2009 / 2010	2010 / 2011	2011 / 2012	2012 / 2013
Number of 50m pools	2	0	0	1	1
Number of new 25m x 8 lane pools	2	0	1	1	2
Number of Regional standard diving venues	2	0	0	1	1

6. Governance and Commercial

International Influence	Baseline 2008-09	2009 / 2010	2010 / 2011	2011 / 2012	2012 / 2013
Number of technical officials on internationally recognised lists	6	7	7	8	8
Environmental Impact	Baseline 2008-09	2009 / 2010	2010 / 2011	2011 / 2012	2012 / 2013
Counties/Sub Regions, Region implementing an energy management scheme to reduce vehicle fuel consumption by 3% per year.	0	3	3	3	3
Region implementing a waste reduction scheme to reduce landfill waste by 5% per year.	0	1	1	1	1

Governance	Baseline 2008-09	2009 / 2010	2010 / 2011	2011 / 2012	2012 / 2013
Ensuring all members undergo a formal induction programme and ongoing training programme.	0	1	1	1	1
Region undergo an internal audit from Central Office.	1	1	1	1	1
Achievement of green standard of Sport England Assurance Programme	N/a	1	1	1	1
Region undertake TAES and implementing a related action plan.	1	1	1	1	1
Commercial	Baseline 2008-09	2009 / 2010	2010 / 2011	2011 / 2012	2012 / 2013
Increase in membership by 1% per year.	19800	19998	20198	20400	20604
Number of IoS and accredited Education and Training Centres	27	40	54	69	84
Region access partnership funding for development activities	1	1	1	1	1

Appendix 2

See attached excel spread sheet for costings

Appendix 3

GLOSSARY

LA	Local Authority
EFDS	English Federation Disability Sport
DFES	Department for Education and Sport
LEA	Local Education Authority
CPD	Continuing Professional Development
SCL	School Club Links
PDM	Partnership Development Manager
PESSCL	PE, School Sport and Club Links
NPTS	National Programme for Teaching Swimming
CSP	County Sports Partnership
AS	Active Sports
Ed	Education
SAG	Swimming Action Group
SDO	Swimming Development Officer
NER	North East Region
YSA	Yorkshire Swimming Association
N&D ASA	Northumberland & Durham ASA
WC	World Class
RD	Regional Director
RDO	Regional Development Officer
NDO	National Development Officer
RETC	Regional Education Training Co-ordinator
RBM	Regional Business Manager
WSP	Whole Sport Plan
L1	Level one
P	Performance
CD	Competitive Development
SD	Skill Development
T	Teaching

ASA North East Region
The Arts Centre
Vane Terrace
Darlington
DL3 7AX
01325 418260

swimnortheast@swimming.org
www.swimnortheast.org.uk