



Towards a nation swimming

A strategic plan for
swimming in England
2017–21

Our Vision

A nation swimming

Our Mission

Creating a happier, healthier and more successful nation through swimming.

Our Values

- Quality

Above all, we provide world class products, services and experiences.
- Purpose

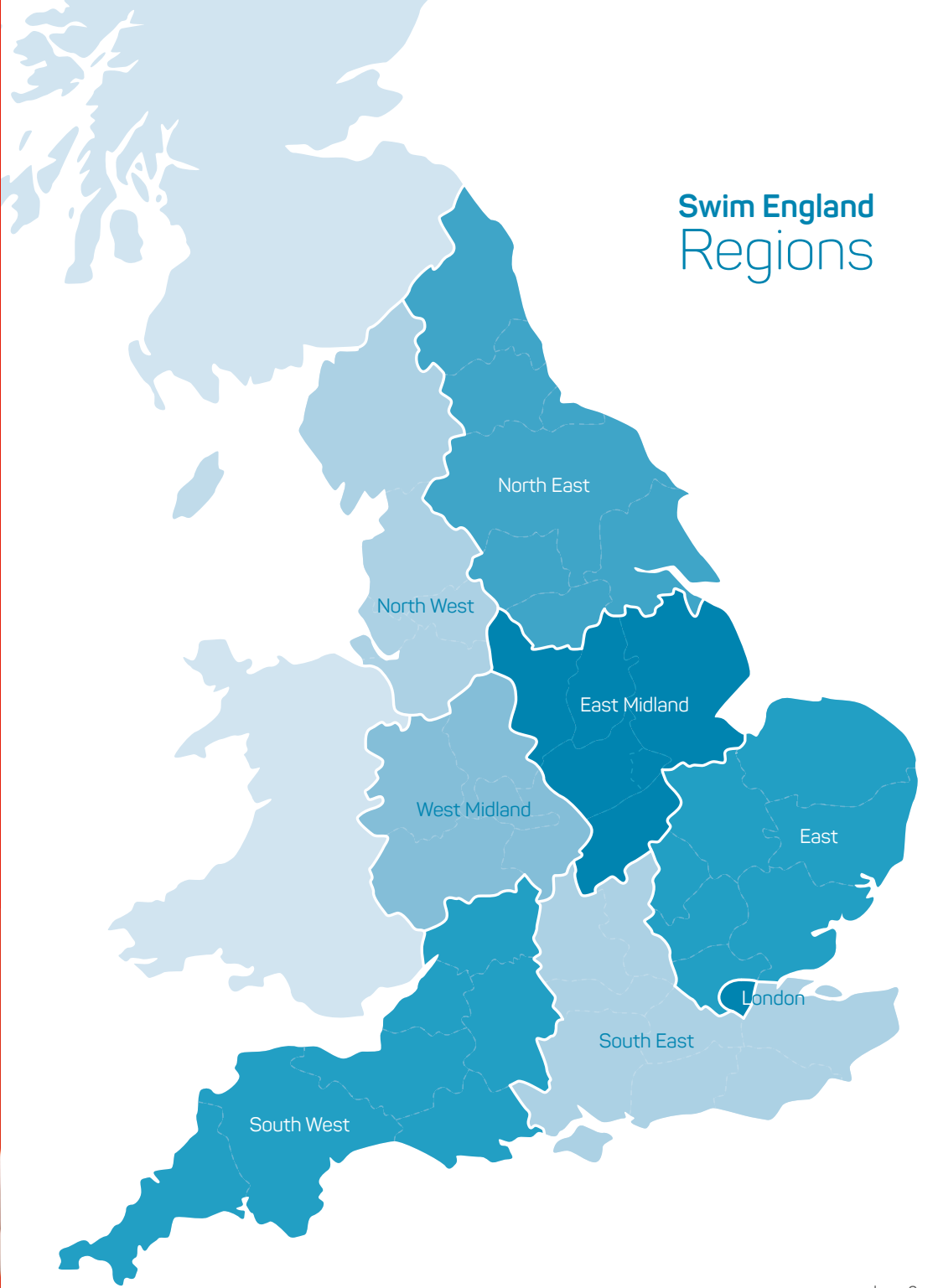
We act with a sense of purpose.
- Togetherness

We are one team working towards our vision of a nation swimming.
- Fun

We make life as enjoyable as possible for everyone involved with swimming.



Open Water Festival 2016
Georgie Kerr



We have a clear ambition. We want to create a society where everyone has the opportunity to learn how to swim; is supported to develop their skills; and enjoys the water throughout their lifetime.

Swimming is unique.
It is something that everyone can do.

We all know that being active makes you healthier and feel happier. Young or old, fit or inactive, swimming does not discriminate, it is a great equaliser that allows everyone to take part.

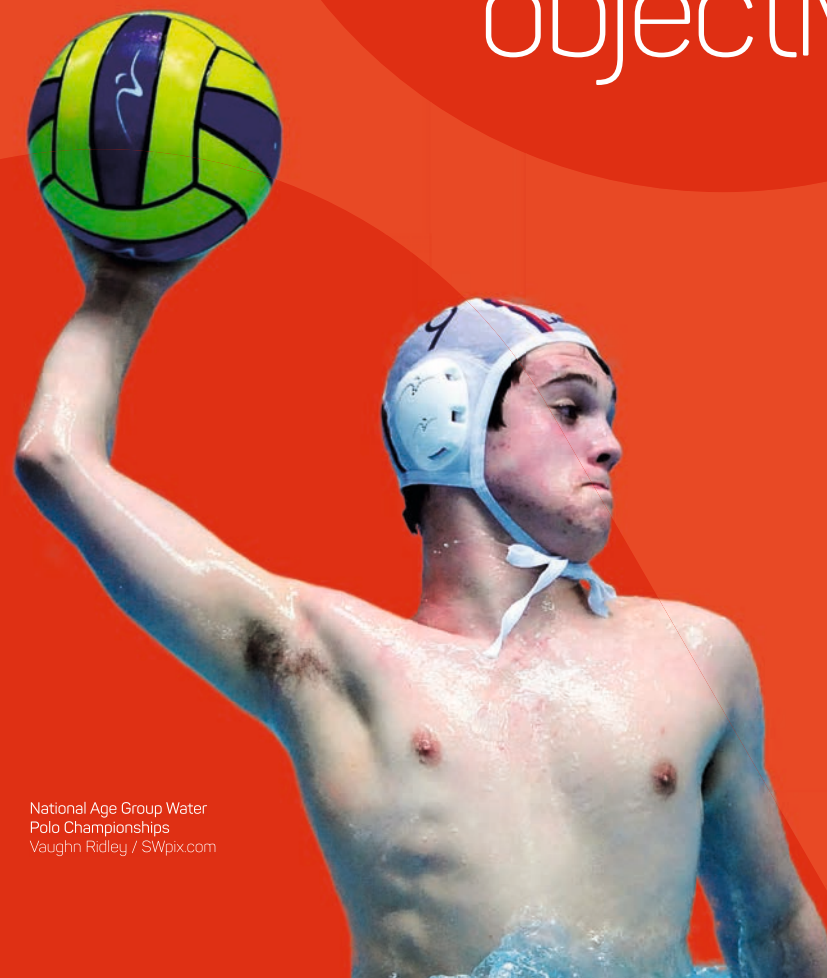
The 2016 Olympic and Paralympic Games showed what can be achieved at the highest level. For those with potential, our coaches will nurture and grow that talent. Broader than this, everyone can enjoy a host of activities from family fun sessions and mini-polo to aqua-zumba and open water.

Throughout this document we use the terms swimming and aquatics to encompass swimming, open water, diving, water polo, synchronised swimming and all other activities that take place in the pool.

Clubs are the backbone of swimming. They provide opportunities to learn how to swim, develop skills and swim socially. People can choose to get involved in swimming to any level, but once the basic skills are learned, it opens the door to many other sports and activities that are in and on water.

Our aim is to encourage everyone to take part in swimming in the way that suits them. Whether that is for fitness, to be the best they can, or as a volunteer teaching people to swim. Together we will reach our goal of a happier, healthier and more successful nation through swimming.

Our strategic objectives



National Age Group Water
Polo Championships
Vaughn Ridley / SWpix.com



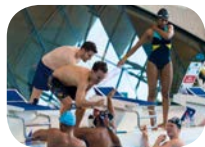
Over the next four years we will:

1



Provide strong leadership and be the recognised authority for swimming

2



Substantially increase the number of people able to swim

3



Significantly grow the number and diversity of people enjoying and benefitting from regular swimming

4



Create a world leading talent system for all our aquatic disciplines

5



Deliver a high quality, diverse and motivated workforce within swimming

6



Strengthen our organisational sustainability for future generations

Provide strong leadership and be the recognised authority for swimming

We will achieve this by:

- Providing insight and leadership to the sector to improve the quality of swimming experiences for everyone.
- Using our expertise to help drive investment in high quality, accessible, fit-for-purpose pools.
- Bringing together influential industry partners to demonstrate how swimming can help meet the government's physical activity, sport and health agendas.
- Being the industry voice and advocate for the leisure industry in the media and with Government.
- Supporting our clubs to continually improve their governance and sustainability so they are able to strengthen and grow.
- Unifying the sector by providing clarity on the benefits of swimming and creating exciting, relevant marketing to share across the industry.
- Using our influence to attract resources into the sector, for the wider benefit of all.



Swim Safe 2015, Plymouth
Nathan Williams

Substantially increase the number of people able to swim

We will achieve this by:

- Building our position as the leading and most trusted learn to swim authority by providing highly valued quality resources, rewards and support.
- Working with partners to continuously improve the quantity, quality and consistency of the learn to swim programmes being delivered.
- Supporting schools and providers in their delivery of school swimming, and playing the leading role in driving the implementation of the Government's School Swimming review recommendations.
- Clearly promoting the opportunities for new swimmers to further their love of swimming by joining clubs, volunteering in the sport and getting involved at all levels.
- Maintaining a key role in the development and delivery of national drowning prevention strategies and programmes.



Swim Dem Crew adult swim session
Alex Broadway / SWpix.com

Significantly grow the number and diversity of people enjoying and benefitting from regular swimming

We will achieve this by:

- Creating clear opportunities for swimmers of all abilities and backgrounds to take part in swimming and aquatics.
- Nurturing our network of clubs, helping them to increase the size and diversity of our membership.
- Developing new ways of talking about swimming to increase the visibility and relevance of swimming for everyone.
- Building partnerships to improve the social and health outcomes for the inactive, and those living with, or at risk of, long term health conditions.
- Working with providers to create a swimming environment that is more inclusive and exceeds the expectations of swimmers.
- Using innovative tools and new partnerships to modernise the swimming experience and increase swimmer satisfaction.

3

National Paralympic Day
Mark Pain

4



Team GB Synchronised Diving
gold medallists, Rio 2016
Alex Whitehead / SWpix.com

Create a world leading talent system for all our aquatic disciplines

We will achieve this by:

- Ensuring a well-defined and consistently delivered athlete pathway from learn to swim through to elite performance delivered through clubs, counties and regions.
- Ensuring the talent pathway is athlete centred and provides the right environment at the right time.
- Ensuring there are innovative and progressive development programmes for coaches, technical officials and support staff which are well-defined and consistently delivered, providing high calibre personnel throughout the sport.

Deliver a high quality, diverse and motivated workforce within swimming

We will achieve this by:

- Celebrating the achievements of our workforce and raising the profile of all careers and volunteer roles within swimming and how these can lead to opportunities outside of the sport.
- Providing ongoing high quality, flexible and accessible training to the workforce, including individual development opportunities which offer transferrable skills.
- Increasing the size and diversity of the swimming workforce to ensure it is reflective of the local community.
- Identifying suitable volunteers and preparing them for high profile roles within the European and World arenas.
- Implementing innovative programmes, campaigns and initiatives that continue to enhance the experience and satisfaction of all volunteers.
- Ensuring we have an appropriately skilled and diverse workforce at all levels of the organisation.

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Coaching session at Hackney SC
Georgie Kerr

Strengthen our organisational sustainability for future generations

We will achieve this by:

- Creating an inspiring organisational brand that is meaningful to the general public and with which our members, stakeholders and commercial partners are proud to be associated.
- Ensuring our governance and engagement structures demonstrate best practice.
- Maximising our current resources and leveraging all our assets, including digital, to grow our income.
- Providing sector leading support to our members and expanding the offer to engage a wider swimming community.

6

Together we will achieve our objectives

Clubs and Members
Sport National Governing Bodies

Volunteers

Swimming workforce

Swim England Boards,
Regions, Counties

Funding partners

Delivery partners

Commercial partners

Health and charitable partners

Central Government
Local Authorities

Great Britain compete in the Synchronised
Swimming Team Free prelims at the 2016 LEN
European Aquatics Championships.
Alex Whitehead / SWpix.com

How will we measure our success?

Our strategy will be delivered by living our values and working together as one swimming family. **Insight** will be key to continuing to grow our **understanding** and chart our progress. Over the next four years we will be using a range of internal and external measurements to ensure we monitor our progress against the key performance indicators set out within our departmental and regional plans.

In particular, we will monitor the **number and diversity** of people engaged with swimming, focusing on how, when and why they swim.

We will also be measuring **satisfaction** levels across a range of areas, including training and resources to ensure our members, volunteers and workforce are fully supported. And to make sure our voice is being heard, we will measure our external **profile and impact**.

When we see an increase in the our **Membership**, more **accredited** swimming clubs, **more people in the water** and **greater recognition** from partners and the public, we will know we are on the road to achieving our key objectives.



Open Water, Brighton
Georgie Kerr

What does it mean when we get it right?

Everyone can swim, ensuring a lifetime's enjoyment in all water-based activities

Everyone knows swimming is good for them

Everyone understands how to have fun safely in the water

Everyone involved with swimming reaches their potential

English athletes winning medals on the world stage in swimming, para-swimming, open water, diving, water polo and synchronised swimming

Success is a nation swimming



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