



# STRATEGY

Our Strategic Plan 2018-2024



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# OUR FUTURE

*Welcome to our strategic plan for  
2018 – 2024.*

*Olympians Tonia Couch and Lois Toulson*

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British Swimming is the elite aquatics governing body in the UK. We cover all the main aquatic disciplines and hold the international affiliation to both LEN and FINA. Our main focus is elite performance, international influence and staging events.

The Olympics and Paralympics provide all sports with a global opportunity to celebrate the amazing moments that inspire us all. British Swimming has the task to nurture and to support the swimmers, divers and para-swimmers responsible for those medal-winning moments.

We also have a wider responsibility to work with the home nations and the whole of aquatics in the UK to ensure a healthy, growing sport. Elite success can inspire participation but only if the whole sport works together to maximise the opportunity.

The purpose of this document is to provide an overarching vision for British Swimming linked to the different disciplines. Performance sport thrives best when individuals and teams have clarity of purpose. Our individual disciplines display this every day in training and competition. However, that relentless focus needs to sit within this vision and provide inspiration to the whole sport.

We have a new vision within this strategy and a set of values. Vision and strategy are only effective if they drive both culture and planning. The vision and values will be incorporated into our marketing and annual planning processes. We shall also work with the home nations and stakeholders across the sport to ensure effective strategic alignment and continual collaboration.

Thank you for your interest in both British Swimming and the wider sport. I look forward to working with you to bring this vision to life and to ensure the continued success of this great Olympic and Paralympic sport.

Jack Buckner, CEO

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## VISION, MISSION & VALUES

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British Swimming is the elite aquatics governing body in the UK. We cover all the main aquatic disciplines and hold the international affiliation to both LEN and FINA. Our main focus is elite performance, international influence and staging events.

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Our organisational vision is:



**One Team** - all aquatics disciplines rely on teamwork inside and outside the water. One team includes all athletes, coaches, staff, supporters, fans and volunteers. We all work closely together to encourage and bring out the best in us, like those who have gone before and those yet to come. We are one team.

**Winning Well** - winning can mean many things to many people. Winning is not just about the medals but also about achieving our potential whilst doing what is morally right and not just sticking to the rules. We want to win well; supporting our values to achieve our best performance whilst learning from the experience to enrich our lives and those around us.

**In Water** - water defines us. It's the unique medium where we are at our best. We win, lose, laugh and cry in water. We cannot survive without water. Our sport is a life skill. We are at our best in water.

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### The Mission

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#### Swimming

By 2024 British Swimming will have a sustainable, world-leading system that guarantees Olympic podium success.

#### Mission for 2020

British Swimming will win 5-8 medals in Tokyo 2020 as a step towards building an effective, innovative system to consistently win more medals on the World and Olympic stage.

#### Diving

By 2024 British Diving will become a multi-medal sport, capable of winning medals in every Olympic diving discipline.

#### Mission for 2020

Diving will become one of the top three diving nations in the world at the Tokyo Olympics.

#### Para-Swimming

To be the Best Performing Para-Swimming Nation at the Tokyo Paralympic Games and to be prepared to deliver a lifetime-best performance under the greatest of pressure.

#### Mission for 2020

To finish top three on the Tokyo 2020 Medals Table.

### Values

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Our organisational values are:

- 1. Pride** - we take pride in what we do  
We strive to succeed and take pride in our efforts
- 2. Integrity** - we support all the values of the Olympic and Paralympic movement
- 3. Innovation** - we are curious and are constantly seeking to bring new ideas and creativity to improve our performances
- 4. Fun** - many of our best moments will be in water so we enjoy them. A smile is never far away

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British Swimming is committed to implementing our new vision. During the next cycle we shall develop further the concept of winning well and how our values influence our behaviour across the organisation.

# MARKETING & COMMERCIAL

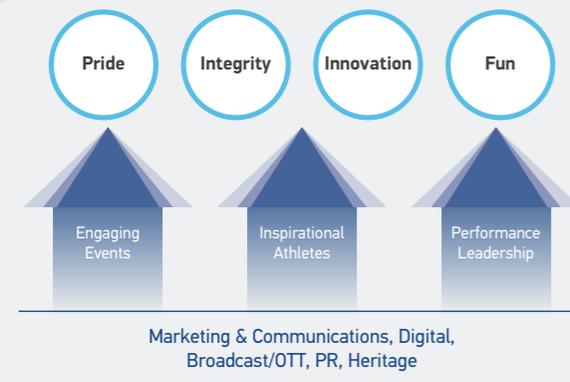
## Our overall strategy will provide direction to our marketing.

We shall embed the vision and values within our organisational culture. Our marketing plan will reflect our strategy and allocate resources to bring it to life. An annual marketing planning cycle will be developed in collaboration with the individual disciplines and home nations.

The marketing plan will also provide the background to our commercial, broadcast and media strategy. These will be developed alongside this strategy.

In recent years British Swimming has under-invested in its marketing activities and data capabilities. Over time we shall reinvest in these areas often in collaboration with our partners.

British Swimming is fortunate to be working with some of the best events and best athletes in sport. We therefore need to work closely with individuals and teams to maximise this potential and to market our sport to wider target audiences. To achieve this we shall need to work more closely with the home nations and other partners to ensure a more coordinated approach to our collective marketing.



### Performance Leadership:

- Association with elite performance
- World class insights & knowledge
- Performance data analytics
- National Coaches & Sport Science
- World class facilities
- Elite environments
- Statistical data

### Engaging Events:

- Access to domestic events across three disciplines
- International events & exposure
- Sponsorship activation
- Brand exposure
- Broadcast partnerships
- Major Events
- Fan Engagement
- International Strategy

### Inspirational Athletes:

- Access to Olympic & World Champions
- Association with Elite athletes
- Senior & Junior athletes across three disciplines
- Athlete appearances
- Legends
- Legacy & Alumni

Marketing & Communications: Social media channels, Customer touchpoints, Sponsorship & advertising, Data, Website, OTT, PR

Olympian, Adam Peaty



## SWIMMING SMART OBJECTIVES

1. A coaching cohort with the character and arena skills to consistently deliver world class performance – >8 coaches with these skills throughout the cycle and 20 coaches on the coach development pathway
2. Individual Athlete Plans (IAPs) in place for all Programme athletes throughout the cycle
3. >60% of Podium and >65% of Podium Potential athletes swimming season best performances at their benchmark meet by 2020
4. >65% of Programme athletes AIMS rated green for starts and turns by 2020
5. <35% red and amber AIMS ratings across Podium Potential who have been part of the World Class Programme for one or more years by 2020
6. Ensure Programme athletes have best possible elite training environment appropriate to their programme – 100% commitment to national programme by all athletes, >80% of Podium and >60% of Podium Potential athletes accessing elite training activity throughout the cycle (Loughborough and Bath National Centres; Scotland and Wales National Centres)

## VISION, MISSION & OBJECTIVES

### Vision for 2024

By 2024 British Swimming will have a sustainable, world-leading system that guarantees Olympic podium success.

### Mission for 2020

British Swimming will win 5-8 medals in Tokyo 2020 as a step towards building an effective, innovative system to consistently win more medals on the World and Olympic stage.

### SMART Objectives @ Milestone Targets (MST)

The following set of SMART objectives and milestone targets provide the key success indicators to track our progress towards delivery of our 2020 Mission.

## SWIMMING MILESTONE TARGETS TO 2020

YEAR	MILESTONE EVENT	BASE TARGET	STRETCH TARGET
2017	World Championship	4 Olympic event medals	7 Olympic event medals
2018	European Championships	20 Olympic event medals	24 Olympic event medals
2019	World Championship	5 Olympic event medals	7 Olympic event medals
2020	Olympic Games	5 medals	8 medals

## SUMMARY OF KEY STRATEGIES, PERFORMANCE GAINS & IMPLEMENTATION

The following summary table provides an overview of our key priorities and focal areas of work. There are 6 strategic priorities focussed on developing athletes in the context of our 'what it takes to win (WITTW) models.

STRATEGY SECTION	STRATEGIC AIM	PROGRAMME/PERFORMANCE GAINS	IMPLEMENTATION OVERVIEW
1. Coach Development	Extend and enhance our coach development programme to develop world class skills and behaviours	<ul style="list-style-type: none"> <li>• Increase in number of coaches with world class arena skills and behaviours</li> <li>• Improved athlete access to world class coaching</li> <li>• Improved identification of the next generation of coaches</li> <li>• Improved coaching across the pathway</li> </ul>	<ul style="list-style-type: none"> <li>• Coach development activity including workshop programme and targeted team coach opportunities</li> <li>• Use of National Centres as hubs</li> <li>• Joined up approach with Home Nation partners</li> </ul>
2. Sports Science & Sports Medicine (SSSM)	Deliver an innovative, athlete focussed SSSM service	<ul style="list-style-type: none"> <li>• Improved targeting of resources guided by analysis</li> <li>• Improved skills including starts and turns</li> <li>• Improved availability to train (reduced injury and illness)</li> </ul>	<ul style="list-style-type: none"> <li>• Specific delivery plans for key areas, including starts and turns, altitude and psychology</li> <li>• Individual athlete planning and monitoring and case conferences</li> </ul>
3. Investment Analytics	Maintain a world leading analysis framework to inform programme investment	<ul style="list-style-type: none"> <li>• Improved targeting of resources guided by analysis</li> <li>• Improved identification of medal potential</li> <li>• Improved suite of relevant performance data</li> </ul>	<ul style="list-style-type: none"> <li>• Development of existing analysis models</li> <li>• New project development</li> <li>• Continual review and testing of our metrics</li> <li>• Effective and efficient data management</li> </ul>
4. Pathway Development	Ensure we have an effective well-resourced pathway driving up quality and competition for places on the Podium programme	<ul style="list-style-type: none"> <li>• Improved junior to senior programme transition</li> <li>• Improved graduation rates from Podium Potential programme to Podium programme</li> <li>• Increase in world class behaviours and attitudes throughout the pathway</li> <li>• Improved linkage and synergy with Home Nation programmes</li> </ul>	<ul style="list-style-type: none"> <li>• Development of an optimal athlete development model and athlete profiling for those athletes on the development pathway</li> <li>• Monitoring and development of the domestic competition structure</li> <li>• Targeted Out of Comfort tours</li> <li>• Targeted Junior - Senior transition initiatives</li> </ul>
5. National Programme	Provide a targeted programme of camps and competitions that adequately prepare athletes	<ul style="list-style-type: none"> <li>• Improved seasons bests performances</li> <li>• Better prepared athletes to deliver when it matters <u>in the arena</u></li> </ul>	<ul style="list-style-type: none"> <li>• Effective cross departmental planning</li> <li>• Race strategy developed and implemented for pool and open water</li> <li>• Joined up National Programme</li> </ul>
6. High Performance environments	Facilitate access for programme athletes to high performance environments	<ul style="list-style-type: none"> <li>• Increase in athletes and coaches with world class skills</li> <li>• Improved access to world class training environments</li> </ul>	<ul style="list-style-type: none"> <li>• Use of National Centres as hubs</li> <li>• Targeted individual athlete support</li> </ul>



## VISION, MISSION & OBJECTIVES

### Vision for 2024

By 2024 British Diving will become a multi-medal sport, capable of winning medals in every Olympic diving discipline.

### Mission for 2020

British Diving will become one of the top three diving nations in the world at the Tokyo Olympics.

### SMART Objectives & Milestone Targets (MST)

The set of SMART objectives and MST constitute the key measures of success to achieve our Mission and ultimately, our Vision for the success of Diving in Great Britain. These goals provide a clear focus for programme delivery and for formal annual evaluation, thus ensuring that we stay on track for success throughout the cycle ahead.

### DIVING SMART OBJECTIVES

1. By 2019, 6-8 athletes showing a performance funnel indicating they have career trajectory on track for medal success in Tokyo and/or 2024
2. 60-70% of all programme divers achieve their target performance at their annual benchmark event
3. 70% of athletes in cohort have green or gold RAGG rating for DD, High Score and Consistency on Athlete Dashboard annually
4. By the end of cycle, 2 athletes per Olympic event (Men and Women 3m springboard and 10m platform) achieve the APA criteria for consideration at 'C' level
5. Annual progressive increase in adherence to technical aspects of Single System based on annual athlete reviews

Olympian, Tom Daley

### DIVING MILESTONE TARGETS TO 2020

YEAR	MILESTONE EVENT	BASE TARGET	STRETCH TARGET
2017	FINA World Championship	3 individual Top 8 places 3 synchro teams place Top 8	1 medal
2018	FINA Diving World Cup <small>(World Champs equivalent, diving only)</small>	3 individual Top 8 places 3 synchro teams place Top 8	1 medal & 4 Top 8 places
2019	FINA World Championship	1 medal 3 individual Top 12 places for Olympic qualification <sup>3</sup>	3 medals <small>(incl. 1 synchro)</small>
2020	Olympic Games	2 medals	3 medals

The 2024 aspiration is to have a medal opportunity in all 4 FINA Olympic Diving discipline (3m Springboard and 10m Platform, Men & Women)

# SUMMARY OF KEY STRATEGIES, PERFORMANCE GAINS & IMPLEMENTATION

The following summary table provides an overview of our key priorities and focal areas of work. There are 6 strategic priorities.

STRATEGY PRIORITIES	STRATEGIC AIM	PROGRAMME/PERFORMANCE GAINS	IMPLEMENTATION OVERVIEW
1. British Diving Single System	Enhance physicality, technical skills and aesthetic elements of GB divers at all levels of the pathway	<ul style="list-style-type: none"> <li>• Consistently identifiable British style</li> <li>• Diminishes common technical weaknesses in British divers</li> <li>• Step by step approach to correct core skill acquisition to build future elite divers</li> <li>• Avoid short term performance gains</li> </ul>	<ul style="list-style-type: none"> <li>• Establish and roll out a diving coaching technical blueprint of 'gold standard' exemplars in all areas of physical, skills, technique and aesthetics of diving</li> </ul>
2. Coaching Development	Develop our coaches' technical diving expertise and general coaching skills to become truly world class	<ul style="list-style-type: none"> <li>• Single System drives up technical diving expertise in Britain</li> <li>• Emphasis on dry land (acrobatic) preparation for performance gains</li> <li>• Coach driven elite holistic athlete support team</li> </ul>	<ul style="list-style-type: none"> <li>• 'Single System' technical elements adopted using an action plan of coach development opportunities and embedded in national camp activity</li> <li>• General coaching skills developed using action plan &amp; specific new aquatics-wide initiative, – 'Coach Plus.' Nominate for Elite Coaching Apprenticeship Programme, Elite Coach</li> </ul>
3. Tiered Athlete Programme	Deliver a flexible programme of camps and competitions to meet individual athlete needs at all stages of the pathway	<ul style="list-style-type: none"> <li>• Optimise competition exposure athletes to their specific needs</li> <li>• Camps address technical areas of weakness</li> <li>• Enhanced focus on synchro pairings to maximise medal event opportunities</li> </ul>	<ul style="list-style-type: none"> <li>• 4 tiered team programmes of camp/competition activity to meet all specific athlete development needs every level of the pathway, with enhanced competition opportunities</li> </ul>
4. Training Environment	Further enhance quality of programmes in daily training environments	<ul style="list-style-type: none"> <li>• Gains made in technical athlete performance (especially dry land)</li> <li>• Increase quantity/quality of talented athletes by developing London Aquatics Centre to a full elite programme comparable with Leeds over 2 cycles</li> <li>• Support quality of training centres in home nations (Scotland, England)</li> </ul>	<ul style="list-style-type: none"> <li>• Dry land (acrobatic, S&amp;C) preparation prioritising by increasing resourcing, aligned to Single System</li> <li>• London Aquatic Centre programme expanded (quality and number of athletes) by recruiting an Assistant Coach</li> <li>• Support for Home County Development Clubs via coach development</li> </ul>
5. SSSM Provision	Sports Science & Sports Medicine (SSSM) Provision	<ul style="list-style-type: none"> <li>• More effective team-based delivery</li> <li>• Better communication between whole-team and technical coach</li> <li>• More efficient plan and delivery due to increased knowledge/ experience shared</li> </ul>	<ul style="list-style-type: none"> <li>• Cohesive teams with more interaction with EIS athlete health and discipline-specific teams</li> </ul>
6. Athlete Monitoring, Review & Evaluation	Create a streamlined system for athlete review, monitoring and evaluation	<ul style="list-style-type: none"> <li>• Use of monitoring tools to reduce injury/illness</li> </ul>	<ul style="list-style-type: none"> <li>• All data intelligence, support team, World Class Programme athlete review systems are consolidated in a new Athlete Review process</li> </ul>

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## VISION, MISSION & OBJECTIVES

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### The Vision

*To be the Best Performing Para-Swimming Nation at the Tokyo Paralympic Games*

Whilst this vision is consistent with previous Paralympic Games and representative of a desire one day to top the medals table, it is unrealistic to expect that the team will lead the medals table in Tokyo, as a predicted return of greater than 24 gold medals will be required in order to reach top nation status. Instead, our vision represents an aspiration for all staff and athletes to do everything that prepares them to produce their best performance on the day.

The team will be aspiring to have a higher PB return than any other nation contesting a top ten medals table position. This achievement defines our term “best performing.”

The athletes have further defined the programme vision for their own group as:

*To be prepared to deliver a lifetime-best performance under the greatest of pressure*

Data from the last two Paralympics shows that up to three out of four events required a world record time to win and thus, our swimmers’ readiness to produce life-time best performances at the Tokyo Paralympics will be paramount. The vision the athletes created underpins the data evidence and will form the foundation of all the work that undertaken within the programme. By consistently weaving it into all activities, the vision will be the thread that holds the programme together, that gives purpose and meaningful direction.

This vision will continue to give the programme clarity of mission to shape the journey beyond Tokyo towards 2024.

### The Mission

The Tokyo Mission is inspiring and achievable:

*To finish top three on the Tokyo 2020 Medals Table*

Research shows that this is achievable, based on previous Paralympic Games’ performances. Whilst the total number of medals won by the team is not likely to be the limiting factor, the number of golds, which has been decreasing games by games, could be.

The same research shows that achieving a return close to the upper end of a gold medal range (our set range is 11-16), would align to the Mission.



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### PARA-SWIMMING MILESTONE TARGETS TO 2022

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1. 2018 European Championships – 50-60 medals, 15-20 golds, Top 3 Medals table place and 45%-55% PB return
2. 2020 Tokyo Paralympic Games – 11-16 Golds, 35-45 Medals, Top 3 Medals table place and 65%-75% PB return.
3. 80-90% of Podium athletes relocated to or “in touch” with the NPC in 2019/2020 season.
4. 100% of WCP athletes have a clear performance plan containing SMART process goals linked to WITTW and are consistently monitored online by the start of the Paralympic season.

These high-level objectives are then underpinned by eight clear strategies for the programme, each with a group of enabling tactics, an overview is provided in the table overleaf.

# SUMMARY OF KEY STRATEGIES, PERFORMANCE GAINS & IMPLEMENTATION

The following summary table provides an overview of our key priorities and tactics. There are 8 strategic priorities.

	<b>STRATEGY 1</b>	<b>STRATEGY 2</b>	<b>STRATEGY 3</b>	<b>STRATEGY 4</b>	<b>STRATEGY 5</b>	<b>STRATEGY 6</b>	<b>STRATEGY 7</b>	<b>STRATEGY 8</b>
	Accelerate the development of a world-leading daily training environment	Work proactively to develop and maintain a performance driven culture with the sport of Para-Swimming	Evolve and develop a World Class pathway that is capable of delivering podium prepared and medal winning athletes	Ensure every programme athlete is supported to develop an individualised performance plan aligned with What it Takes to Win that is regularly reviewed	Develop and implement an educational programme for parents/guardians of swimmers which helps the transition to athlete independence	Create a world-leading Para-Swimming staffing team	Develop world-leading classification strategy and structure	Develop International Influence that is proactive and effective
<b>Tactic 1 (T1)</b>	Weight resources to National Performance Centre to create a world-leading centre	Communicate and regularly reiterate the overarching Vision and Mission of British Para-Swimming	Develop a clear performance pathway structure and supporting curriculum	Use of ICE project to identify Sports Science & Sports Medicine marginal gains	Ensure parents of programme swimmers are informed, involved and consulted where appropriate	Deliver bespoke staff development opportunities based on a thorough needs analysis	Mirror International Paralympic Committee procedures in all impairment groups in National Classification	Identify key areas of influence, events, rules, classification and qualification
<b>Tactic 2 (T2)</b>	Improve British para-swimming "community" knowledge of world leading practices	Support the athletes to adopt the principles of ownership, commitment and responsibility	Ensure home nations Talent programmes are aligned and accountable to the World Class Programme	Athletes/coaches educated on importance of process goal setting and accountability	Develop and deliver a curriculum of performance parent education which enhances their support to swimmers	Recruit, develop and retain world leading staff by developing a World Class reputation	Identify and enhance strategic international relationships that will have a positive impact on British Para-Swimming interests	Maintain strong relationships with British Paralympic Association and UK Sport to tap into knowledge, contacts and resources
<b>Tactic 3 (T3)</b>	Innovative approaches to develop the National Performance Centre	Increase competition exposure for improved reflective practice	Increase and improve Talent recruitment	Create camps and competitions schedule for individual athletes focused with clear aims and objectives	Create parent forum to collectively challenge and support the programme	Encourage collaborative working and think tanks	Monitor current athlete pool to quickly react to classification and rule changes	Identify and prepare key personnel and promote internationally
<b>Tactic 4 (T4)</b>	Create a robust and comprehensive framework for National Performance Centre relocation	Develop staff and athlete self-awareness and promote the need for greater accountability	Ensure domestic competition structure aligns with the performance pathway structure	Ensure effective, appropriate and agile medical support package for programme athletes that observes the boundary between performance and individual's long-term health issues	Create opportunities for parents to find support and guidance from appropriate sources	Recruit, develop and support the best "team" coaches	Continue to develop and maintain a base of national and international classifiers	
<b>Tactic 5 (T5)</b>	Ensure selection policies are aligned with the needs of the programme			Ensure a 'holistic' approach to setting process goals, with Sports Science & Sports Medicine feeding in expertise and contributes to identifying areas of performance gain	Support parents of swimmers wishing to travel to major events as a supporters group	Holistic performance tracking as one team		



## VISION, MISSION & OBJECTIVES

### Vision for 2024

By 2024 Artistic Swimming will have a sustainable system with a full centralised programme that guarantees Olympic finalists and movement towards the top 6 nations.

### Mission for 2020

Artistic Swimming are aiming to finish in the top 12 countries in Tokyo 2020, step towards building an effective, innovative system with a fully integrated school programme.

### SMART Objectives @ Milestone Targets (MST)

The following set of SMART objectives and milestone targets provide the key success indicators to track our progress towards delivery of our 2020 Mission.

## ARTISTIC SWIMMING **SMART** OBJECTIVES

1. A coaching cohort with the character and arena skills to consistently deliver world class performance
2. Individual Athlete Plans (IAPs) in place for all Programme athletes throughout the cycle
3. Centralised training programme for senior duet athletes
4. Athletes to have full support services package
5. Ensure Programme athletes have best possible elite training environment including accessing centralised training and club based training – 100% commitment to national programme

## ARTISTIC SWIMMING **MILESTONE TARGETS** TO 2020

YEAR	MILESTONE EVENT	BASE TARGET	STRETCH TARGET
2018	European Championships	Duet 12 <sup>th</sup> place	Duet 10 <sup>th</sup> place
2019	World Championships	Duet 14 <sup>th</sup> place	Duet 12 <sup>th</sup> place
2020	Olympic Games	Duet 12 <sup>th</sup> place	Duet 10 <sup>th</sup> place

### Summary of Key Strategies, Performance Gains and Implementation

The following summary table provides an overview of our key priorities and focal areas of work. There are 5 strategic priorities focussed on developing athletes.

# ARTISTIC SWIMMING SUMMARY OF KEY STRATEGIES, PERFORMANCE GAINS & IMPLEMENTATION

The following summary table provides an overview of our key priorities and focal areas of work. There are 5 strategic priorities.

STRATEGY PRIORITIES	STRATEGIC AIM	PROGRAMME/PERFORMANCE GAINS	IMPLEMENTATION OVERVIEW
1. Coach Development	Establish and develop our coach development programme	<ul style="list-style-type: none"> <li>• Plan number interventions led by WC coach</li> <li>• Improved athlete access to world class coaching</li> <li>• Improved relationship with club coaches and national coach</li> </ul>	<ul style="list-style-type: none"> <li>• Coach development activity</li> <li>• Use of National Camps as meeting points</li> </ul>
2. Sports Science & Sports Medicine (SSSM)	Establish an innovative, athlete focussed SSSM service	<ul style="list-style-type: none"> <li>• Plan a programme accessing SSSM</li> <li>• Reduce risk of injury</li> <li>• Improve athletes physical condition</li> </ul>	<ul style="list-style-type: none"> <li>• Specific delivery plans for key areas</li> <li>• Athlete planning and monitoring</li> </ul>
3. Pathway Development	Ensure we have an effective pathway driving up quality and competition for places on the top level programme	<ul style="list-style-type: none"> <li>• Improved quality of delivery in Development</li> <li>• Improved graduation between AG and Junior</li> <li>• Increase in world class behaviours throughout the pathway</li> </ul>	<ul style="list-style-type: none"> <li>• Development of an optimal athlete development model and athlete profiling</li> <li>• Monitoring and development of the domestic competition structure</li> </ul>
4. National Programme	Provide a targeted programme of camps and competitions that adequately prepare athletes	<ul style="list-style-type: none"> <li>• Improved seasons bests performances</li> <li>• Better prepared athletes to deliver when it matters most</li> <li>• Improved home training environment</li> </ul>	<ul style="list-style-type: none"> <li>• Effective periodisation planning</li> <li>• Pre pool/injury prevention implemented</li> <li>• Training strategy developed and implemented</li> </ul>
5. High Performance environments	Establish centralised programme for senior duet athletes and facilitate access to club programme	<ul style="list-style-type: none"> <li>• Create a planned programme</li> <li>• Improving top athletes in skills and physical condition</li> </ul>	<ul style="list-style-type: none"> <li>• Targeted individual athlete support</li> <li>• Access to WC coaches</li> <li>• Link with club programme</li> </ul>

# HIGH DIVING STRATEGY



Olympian, Gary Hunt

## Background

- Currently there are 18 Federations with approximately 25 male divers and 10-12 female divers competing in the sport. Of these Europe represents 50% of the global participation.
- GBR currently has two male divers who continue to make top 8 at all championships with one further young diver who is making good progress.

## 2021 Target

- Our stretch target for the World Championships in 2021 would be to have 4 male and 2 female in attendance with two male and one female in the top 8.

## 2024 Vision

- To continue to influence the inclusion of High Diving into the Olympic Games with the aim to get High Diving on the Olympic Programme by Paris 2024.
- In Tokyo 2020 British Swimming will continue to use all opportunities to showcase the increases in participation across global aquatics federations.

## Other ancillary requirements are as follows:

- To provide facilities for all year training.
- To support the athletes with Strength and Conditioning and Medical attention.



# BRITISH WATER POLO

## VISION, MISSION & OBJECTIVES

### VISION FOR 2024

By 2024 Water Polo will have a sustainable system that facilitates movement towards the top 12 nations in Europe.

### MISSION FOR 2020

Water Polo will finish in the top 16 countries in Europe as a step towards building an effective system to improve rankings in Europe with a fully integrated club programme.

### SMART Objectives @ Milestone Targets (MST)

The following set of SMART objectives and milestone targets provide the key success indicators to track our 2020 mission.

### WATER POLO SMART OBJECTIVES

1. Individual athlete plans (IAPs) in place for all programme athletes throughout the cycle
2. Centralised training programme for all National Squad age groups (U17, U19 & Senior)
3. Athletes to have full support service package at National Squad level; S&C, psychology & physiotherapy
4. Ensure programme athletes have best possible elite training environment by accessing centralised National Squads training that complements club-based daily training environment
5. A coaching cohort with the character and elite behaviours to deliver and lead a performance water polo programme
6. Build from an amateur culture to performance culture within the National Squads Programme



### WATER POLO MILESTONE TARGETS TO 2020

YEAR	MILESTONE EVENT	BASE TARGET	STRETCH TARGET
2017	U17 European Championships	Top 10 place	Top 8 place
	World University Games (Taipei)	Top 10 place	Top 8 place
2018	U19 European Championships	Top 10 place	Top 8 place
	Euro Cup		
2019	World University Games (Italy)	Top 10 place	Top 8 place
	U17 European Championships	Top 10 place	Top 8 place
	Euro Cup		
2020	U19 European Championships	Top 8 place	Top 6 place
	Euro Cup		

# SUMMARY OF KEY STRATEGIES, PERFORMANCE GAINS & IMPLEMENTATION

The following summary table provides an overview of our key priorities and focal areas of work. There are 6 strategic priorities.

STRATEGY PRIORITIES	STRATEGIC AIM	PROGRAMME/PERFORMANCE GAINS	IMPLEMENTATION OVERVIEW
1. Athlete standards	Enhance the technical, psychological and physical profile of GB athletes at all levels of the pathway	<ul style="list-style-type: none"> <li>• Diminish the common technical weaknesses in GB water polo players</li> <li>• Step by step approach to correct core skill acquisition to build future elite players</li> <li>• Develop an identifiable British style of play</li> </ul>	<ul style="list-style-type: none"> <li>• Create and publish a set of athlete standards, across technical, tactical, physical and psychological elements that water polo players should achieve in order to be eligible for selection to National Squads Programme</li> </ul>
2. Coaching Development	Develop our coaches technical and tactical water polo expertise and performance behaviours to become truly World Class	<ul style="list-style-type: none"> <li>• Athlete standards drives up technical and tactical water polo in Britain</li> <li>• Improved relationship with club and national coaches</li> <li>• Coach driven performance culture</li> </ul>	<ul style="list-style-type: none"> <li>• Athlete standards adopted using National Squads Camps to learn and embed</li> <li>• Generic coaching skills developed with planned coach development activity</li> </ul>
3. Pathway Development	Ensure we have an effective pathway driving up quality and competition for places on the National Squad Programme	<ul style="list-style-type: none"> <li>• Improved standard of athletes available for selection to National Squads Programme</li> <li>• Increase in performance behaviours throughout the pathway</li> </ul>	<ul style="list-style-type: none"> <li>• Development of an optimal athlete development model and athlete profiling</li> <li>• Monitoring and development of the domestic competition structure</li> </ul>
4. National Squads Programme	Provide a targeted programme of camps and competitions that adequately prepare athletes	<ul style="list-style-type: none"> <li>• Better prepared athletes for performance environment</li> <li>• Camps address technical and tactical areas of weakness</li> </ul>	<ul style="list-style-type: none"> <li>• Optimised competition exposure appropriate to team needs</li> <li>• Effective training and preparation strategy developed and implemented</li> </ul>
5. High Performance environment	Facilitate access for programme athletes to high performance environments	<ul style="list-style-type: none"> <li>• Increase in athletes and coaches with performance behaviours</li> <li>• Increased buy in to athlete standards across clubs in all home nations</li> </ul>	<ul style="list-style-type: none"> <li>• Use of National Water Polo Centre</li> <li>• Targeted individual athlete support</li> </ul>
6. Athlete monitoring, review and evaluation	Create a streamlined system for athlete review, monitoring and evaluation against individual athlete plans (IAP)	<ul style="list-style-type: none"> <li>• Increase in athletes, parents and club coaches understanding of areas of improvements</li> <li>• Use of monitoring tools to reduce injury and maximise improvement</li> </ul>	<ul style="list-style-type: none"> <li>• All athlete data feeds into an easy-to-use, useful athlete review process</li> </ul>

A photograph of Olympian Adam Peaty, smiling and holding a gold medal. He is wearing a white athletic top with a red lion rampant on the chest and a green medal ribbon with 'Rio 2016' and the Olympic rings. The background is a blurred blue and white. The text 'EVENTS STRATEGY' is overlaid in large white letters.

# EVENTS STRATEGY

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British Swimming's Major Events Strategy sets out ambitions for international events we have identified we want to host in line with both performance and commercial objectives.

All the events we deliver, both domestic and international, support the goal of long-term success for our athletes and are projected towards this overriding aim. From our domestic calendar we are able to create a clear performance pathway for our athletes leading them to success on the international stage by providing them with vital competition experience to then establish their benchmark meets each year leading towards Olympic success.

**Through staging major events in the future we will link our performance programmes to European and World swimming, diving and para-swimming which not only facilitates our athletes achieving their performance goals but simultaneously will build interest in the sport and maximise our brand position. Some of the performance and commercial benefits include:**

- Performance programmes can be built to take capitalise on specific advantages that come with being a host nation
  - Increased international and domestic exposure
  - Greater broadcast opportunities and therefore greater exposure for commercial partners
  - Increased spectator engagement facilitating encouraging new fans to the sport
  - International events facilitate our international relations programme and present opportunities to influence key decisions at the World and European Level
-

### Major Event Objectives:

- Provide a targeted programme of competitions that adequately prepares athletes to compete at their best at their annual benchmark meet whether that be an Olympic or Paralympic Games, World or European Championships or Commonwealth Games
- To ensure we are positioned to influence key decisions at World and European level
- To pursue a clear event bidding strategy that complements our aspirations to be a major swimming nation that delivers gold medals on the world stage
- To generate commercial benefits through increased partnership opportunities to provide resources which drive medal success
- To increase the profile of aquatic sports through staging major events with broadcast opportunities

### Events Identified in the Major Events Strategy

When deciding which events we want to host in each quadrennial we assess the benefits they bring against a set of criteria which allows us to establish which events we want to focus on. Potential events are scored against criteria which is based around the performance programme for the disciplines involved allows us to assess other potential opportunities. The criteria used includes:



As a result British Swimming have identified the International Events that will best complement our objectives from both a performance and commercial perspective:

YEAR	DISCIPLINE	EVENT	HOST CITY
2018	Swimming, Diving, Open Water & Artistic Swimming	European Sports Championship	Glasgow
	Para-Swimming	IPC World Series	Sheffield
	Water Polo	LEN U19 Qualifiers	Manchester
2019	Swimming	LEN European Short Course Swimming Championships	Glasgow
	Diving	FINA Diving World Series	London
	Para-Swimming	IPC World Series	TBC
2020	Water Polo	LEN U19 Qualifiers	Manchester
	Swimming	LEN European Junior Championships	Aberdeen
	Diving	LEN European Junior Championships	TBC
2021	Diving	FINA Diving World Series	Edinburgh
	Diving & Open Water	Mayflower 2020	Plymouth
	Para-Swimming	IPC World Series	TBC
2022	Water Polo	LEN U19 Qualifiers	TBC
	Water Polo	LEN U19 Qualifiers	TBC
2023	Para-Swimming	IPC World Swimming Championships	TBC

Secured events

In addition to those events identified in the table British Swimming are also committed to investigating the feasibility of establishing and launching our own International Event concept that delivers primarily on commercial objectives. We are working with potential partners and host cities to establish the details of what this looks like.

### Marketing and Communications

The Major Events Strategy will be supported by a complimentary Marketing and Communications strategy to ensure that events and our athletes continue to benefit from greater exposure and reach.

Emphasis on understanding our consumer groups and their buying behaviours means that we can effectively create targeted content to increase consumer engagement and add value to our events. This in turn will mean we can better position ourselves with potential commercial partners to deliver on our commercial objectives.

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# INTERNATIONAL INFLUENCE



Olympian, Grace Reid

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British Swimming's International Influence programme is designed to help British Swimming achieve its overall aims and objectives. British Swimming has continued to build its international profile and the aim over the next quadrennial is to ensure the continued success of the work undertaken by our delegates, international technical officials and classifiers. International Influence is key to the success of British Swimming and having people in positions of influence can make positive impacts on aquatics and can ensure British Swimming has the opportunity to tackle issues high up on its own agenda such as the Olympic/Paralympic Programme, good governance and anti-doping.

## **Aim**

To maximise the opportunity to internationally promote British Swimming's interests and influence key decisions within aquatics and sport as a whole supporting our desired drive to win more medals on the world stage.

## **Objectives**

1. To maximise the number, effectiveness and level of influence of our international delegates and our international technical officials.
2. To encourage the modernisation and development of the sport internationally by supporting and driving for improved governance and financial sustainability.
3. To pursue a clear event bidding strategy that complements our aspirations to be a major swimming nation that delivers gold medals on the world stage.
4. To support and promote a doping free environment which delivers world class performance.
5. To ensure the continued success of our international influence programme through clear development pathways and succession planning for international delegates and international technical officials & classifiers.

Over the next quadrennial an emphasis will be put on ensuring that everyone who is part of the international influence programme is fully embedded and provided with an appropriate level of support to ensure they are equipped to carry out roles on the international stage. Opportunities at home international events will also be imperative to further drive forwards our objectives and allow further networking and influencing opportunities.

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## TARGETS BY 2021

KPI AREA	TARGET	SUCCESS
International Delegate and Board Representation	FINA Bureau Member	1
	Maintain number of FINA Technical Committee appointments including retaining at least 1 Chair or Secretary position	5
	Maintain position on the FINA Athletes Committee	1
	Maintain position on the FINA Technical Swimming Committee	1
	LEN Bureau Member	1
	Maintain the number of LEN Committee appointments including retaining at least 1 Chair or Secretary position	5
	Achieve a position on the LEN Athletes Committee	1
	Maintain position on IPC Swimming Technical Committee	1
	Maintain positions on the BOA and BPA Board	2
International Events and meetings	Host a major international diving event each year between 2019-2021	3 events
	Successfully deliver the European Championships 2018 in Scotland (Swimming, Diving, Artistic Swimming & Open Water)	2018
	Deliver the World Para-Swimming World Series from 2017 - 2021	5 events
	Host a selection of international federation meetings or schools which complement our objectives.	3 meetings
	Host a tri-nations swimming event with two other Countries leading up to 2020.	2 events
	Host a LEN water polo event each year between 2018-2021	4 events
International Technical Official, Classifier and Delegate Development	Clear pathways in place for each discipline with individuals identified and programmes being followed.	5 pathways & development programmes in place. Skills matrix to be created and training to bridge the skills gap.

# GOVERNANCE



British Swimming's aim is to operate to the highest standards particularly regarding effective management and governance. The Board of Directors ("the Board") acknowledges the value of the principles of good governance as set out in the UK Sport – "A Code for Sports Governance" ("the Code"), both in terms of ensuring integrity and accountability in the management of British Swimming's affairs and in increasing the effectiveness and efficiency of the business.

British Swimming has worked closely with UK Sport since the release of the Code in 2016 and, in late 2017 received confirmation from UK Sport that British Swimming had achieved compliance with the Code.

British Swimming is committed to ongoing compliance with and development of the Code and governance principles within and across the organisation to ensure that the reforms are embedded in the culture of the organisation.



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# EQUALITY

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British Swimming is committed to achieving equality, diversity and inclusion in aquatics. It is a central principle of a dynamic and modern sports organisation that can demonstrate democratic governance with progressive strategies and programmes.

**Aim - to be a fair, equitable and ethical world-class sporting organisation that is athlete-centred and people-focused.**

**British Swimming will take positive action to:**

- Eliminate discrimination.
- Comply with statutory/legislative obligations and, wherever possible, best practice.
- Meet the needs of our employees and partner organisations.
- Make equality and equal treatment a core issue in the development, delivery and refinement of our policies, initiatives and services and in the way we manage our employees.

**How:**

- Work with athletes, employees and key partners to promote the highest standards of conduct and fair play, both on and off the field of play.
  - Promote equality in sport and look to address under-represented groups within the organisation.
  - Recognise and remove the barriers faced by people involved, or wanting to be involved in aquatics.
  - Change the culture of aquatics to one that values diversity and enables the full involvement of disadvantaged groups in every aspect of aquatics.
  - Embrace the spirit of all equalities legislation.
  - Eradicate any form of unfair discrimination.
  - Adopt a zero tolerance approach to discrimination, either directly or indirectly, on the grounds of race, disability, class or social background, religious belief, sexual orientation, ethnic or national origins, gender, marital status, pregnancy, parental status, age, colour or political persuasion.
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# ANTI-DOPING

Kathleen Dawson

## Anti-Doping Strategic Objective

- A prevention-based approach to protect both the integrity of sport and the rights of the athletes to participate in clean sport.
- The provision of a set standard level of support for our world class athletes prior to their Major Games (e.g.: Commonwealth Games/Commonwealth Youth Games/European Youth Olympic Festival/European Junior Championships/World Junior Championships/ Worlds/Olympics /Paralympics).
- Meets the WADA Code requirement of a yearly session being held for our funded athletes and also support staff and coaches by ensuring their completion of the UKAD Advisor online course in line with UKAD Clean Policy.
- Anti-Doping education sessions to be held at identified key national events throughout the quadrennial to include the provision of support and education at the home country level.

## British Swimming Anti-Doping Education Pathway

### BEGINNER

- Started to engage in swimming at a basic level
- Awareness of 100% ME
- Signposted to Anti-Doping resources if needed

### CLUB

- Has structured training within Club. Competing at National Age group level
- Knows about 100% ME
- Aware of the prohibited list
- Aware of Anti-Doping and the value it has in sport

### NATIONAL

- Anti-Doping education given via Outreach at National events
- Understands about 100% ME
- Understands the place Anti-doping and it's values have in sport
- Knows and uses [www.globaldro.com](http://www.globaldro.com) for checking medications
- Knowledge of support available

### TALENT

- Identified by NGB and has structured training within Club. Competing at National level
- Anti-Doping Education given in formal education session
- Knowledge of 'Strict Liability'
- Use of Globaldro.com and checks own medications
- Understanding of TUE and Retroactive TUE requirements
- Introduction to testing
- Introduction to potential supplement use dangers

### WORLD CLASS PODIUM POTENTIAL

- Mock drug test session given as part of a yearly Anti-Doping education session
- Knowledge of 'Strict Liability' and how it applies to them as athletes and that they are responsible for all their own Anti-Doping responsibilities
- Knowledge of TUE requirements
- Understanding of supplement usage and checks
- Knowledge of ADRVs and consequences

### WORLD CLASS PODIUM

- Fully understands Anti-Doping policies and procedures and using them everyday in their athlete life
- Introduction and awareness of ADAMS and supplying of whereabouts information
- Practising supplement checks themselves as athletes and know where to go for correct Nutritional advice within their NGB
- Specific Anti-Doping education sessions at major competition i.e. CWG/Olympics

# PARTNERSHIP WORKING

Olympians, Grace Reid and Tom Daley



Scottish  
Swimming

Everyone can Swim



Swim  
England

A Nation Swimming



NOFIO CYMRU  
SWIM WALES

A world leading governing body delivering excellence, inspiring our nation to enjoy, participate, learn and compete in Welsh aquatics.



BRITISH  
SWIMMING

One Team: Winning in Water

BRITISH SWIMMING

SWIM WALES



ONE TEAM.  
WINNING WELL.  
IN WATER.

SWIM ENGLAND

SCOTTISH SWIMMING



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