



AMATEUR SWIMMING ASSOCIATION PLANNING GUIDELINES

(REVISED FROM CORPORATE PLAN)

SEPTEMBER 2005

Amateur Swimming Association Planning Guidelines 2005 -2009

Section 1	Learn to Swim
Vision Statement	The ASA acknowledges the Government's recognition of the importance of ensuring that children learn to swim by encouraging schools to ensure that all children can swim at least 25m unaided at primary school age. Our aim is to work with others to assist in the continued reduction in the number of people drowned in the UK each year.

Corporate Aim 1.1

To work with the Government and other key agencies to develop policies that will ensure quality delivery of learn to swim at school, using this as a mechanism to reduce the number of obese 11 year olds at Key Stage 2 and provide the foundations for participation in swimming and other water-based activities.

Corporate Objectives by the end of 2008/2009

- 1.1.1 To encourage Local Education Authorities to commit to deliver specific performance improvements to swimming at Key Stage 2 through a range of initiatives including Local Public Service Agreements (LPSA)
- 1.1.2 To work with DfES, LEAs and LAs to ensure that schools and school teachers are provided with appropriate training and resources to enable them to deliver a quality swimming programme to all pupils, including those with a disability, by the end of Key Stage 2. By end 2008/9 there will be 9.000 teachers attending the National Curriculum Training Programme (NCTP) or equivalent (PESSPDP) both of which will link to UKCC.

Sport England KPIs

- * Increase in participation through NGB led activity
- * The number of qualified and currently active coaches and teachers delivering instruction within the sport
- * The number of active volunteers supporting the sport

Critical Success Factors		2004 Figures	2005/6	2006/7	2007/8	2008/9
1.1.1	No. of Local Authorities with LPSA in Swimming	2	0	8	16	24
1.1.2	Local Authorities (LEAs), Sports Trust and private operators with access to the National Curriculum Training Programme	41	60	80	100	125

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1.1.2	Number of Customer groups (LEAs, LAs, Facility Management Companies, schools and private operators) utilising ASA National Swim Award resources	1,393	1,600	1,900	2,200	2,500
1.1.2	School Teachers attending the NCPT	6,271	7,500	8,000	8,500	9,000
1.1.2	School swimming teachers with CPD module in disability	0	500	1,000	1,500	2,000

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Corporate Aim 1.2

To increase the use of the National Plan for the Teaching of Swimming (NPTS) which links to the LTAD

To ensure that school teachers and swimming teachers have the necessary skills to deliver a standardised quality experience which reflects the needs of the child in relation to LTAD and is linked to a recognised awards scheme.

To ensure that all agencies delivering school swimming are working to the standards and models of good practice laid down in the Swimming Charter.

Corporate Objectives by the end of 2008/2009

1.2.1 There will be 1,000 swimming programmes (in pools, clubs and private facilities) implementing the National Plan for the Teaching of Swimming.

1.2.2 There will be 150 swim schools and Local Authorities that have achieved ASA accreditation standard.

1.2.3 There will be an additional 48,000 ASA Qualified Swimming Teachers, with qualifications linked to UKCC. (40,000 at Level 1 and 8,000 at Level 2.)

1.2.4 There will be a minimum of one Training and Development Centre in each ASA Region.

1.2.5 There will be 8,000 attendances by swimming teachers at CPD events.

1.2.6 There will be 24 Presenters designated to delivery disability specific courses.

1.2.7 Every ASA Region will have an Education/Schools Swimming Forum which will bring together the key strategic partners involved in the delivery of schools swimming to ensure standards of delivery match those referred to in the Swimming Charter.

1.2.8 There will be 240 ASA Swim 21 Accredited Teaching Clubs providing a quality teaching experience for young people.

Sport England KPIs

- * Increase in participation through NGB led activity
- * The number of qualified and currently active coaches and teachers delivering instruction within the sport
- * The number of active volunteers supporting the sport

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Critical Success Factors	2004 Figures	2005/6	2006/7	2007/8	2008/9
1.2.1 Swim programmes using NPTS	620	700	800	900	1,000
1.2.2 Pools achieved ASA Accredited standard	29	50	75	100	150
1.2.3 Additional ASA Swimming Teachers/coaches qualified to ASA Level 1	6,276	8,000	18,000	29,500	40,000
1.2.3 Additional ASA Swimming Teachers/coaches qualified to ASA Level 2	1,918	2,000	4,000	6,000	8,000
1.2.4 Regional Training and Development Centres	0	4	8	8	8
1.2.5 Attendance at CPD events	6,500	7,000	7,500	8,000*	8,000*
1.2.6 Each Region to have a minimum of 3 designated Presenters able to deliver disability elements on courses	6 active	8	12	16	24
1.2.7 Each ASA Region to have an Education/Schools Swimming Forum that ensures that the standards in the Swimming Charter are met throughout the Regions.	1	4	6	7	8
1.2.8 Number of Accredited Swim 21 Teaching Clubs	43	100	160	210	240

* This figure to increase significantly with the onset of licensing

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Corporate Aim 1.3

To work closely with the DfES, Local Authorities and Local Education Authorities to provide additional opportunities for children attending the 17,861 Primary Schools in England, but particularly those schools in the inner-city and rural areas, who have not reached a target of being able to swim 25m by the end of Key Stage 2 (Yr 6)

Corporate Objectives by the end of 2008/2009

1.3.1 The 17% (Ofsted 2000) of children who fail to swim 25m by end of Key Stage 2 will be reduced to 5%.

13.2 Top up programmes will be an integrated element of delivery of school swimming throughout England

Sport England KPIs

* Increase in participation through NGB led activity

Critical Success Factors		2004 Figures	2005/6	2006/7	2007/8	2008/9
1.3.1	Percentage of pupils unable to swim 25m reduced to:	17%	15%	10%	5%	5%
1.3.2	Number of LAs with "Top up" opportunities in place	2 pilots	0	100	150	200

NB – Ofsted figures are in percentages so unable to include actual figures

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Corporate Aim 1.4

To work closely with Government Agencies to develop resources and set “kite marked” standards that provides a framework for delivering water safety in the pool and in the classroom.

To assist schools and other appropriate agencies to provide all children with an awareness of the variety of water conditions and an understanding of water safety.

Corporate Objectives by the end of 2008/2009

1.4.1 There will be comprehensive website and e-learning opportunities for teachers on water safety. By 2008/9, 5,000 schools will e registered for e-learning opportunities on water safety.

1.4.2 School Swimming Teachers in 380 Local Authorities will have access to Water Safety resource cards

Sport England KPIs

* Increase in participation through NGB led activity

Critical Success Factors		2004 Figures	2005/6	2006/7	2007/8	2008/9
1.4.1	Number of schools registered for e-learning on water safety	0	2,000	3,000	4,000	5,000
1.4.2	Local Authorities (LEAs) utilising TOP Sport Swimming Water Safety resource cards	0	95	190	275	380
1.4.2	Number of children involved in annual “Get Safe Campaign”	2,000	40,000	40,000	40,000	40,000

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Section 2	Lifelong Participation
Vision Statement	Swimming is already the major participation sport amongst young people (ref: Sport England 2002) and the ASA will continue to work to ensure that everyone learning to swim continues to benefit from participation in the sport throughout their lifetime.

<p>Corporate Aim 2.1</p> <p>To encourage the inclusion of swimming as an element of Sure Start activity in conjunction with Local Authorities, Primary Care Trusts, Local Education Authorities and Voluntary Organisations.</p> <p>To provide guidance and direction to Sure Start Lead Partners offering swimming as part of their Sure Start programmes.</p> <p>To collaborate with Primary Care Trusts and other key partners in the development of Local Exercise Action pilots (LEAP) or equivalent.</p> <p>To establish Everyday Swim projects in each region.</p>						
<p>Corporate Objectives by the end of 2008/2009</p> <p>2.1.1 All 310 Sure Start local programmes providing activity will have access to ASA guidance and resource materials for the teaching of very young children and adults.</p> <p>2.1.2 There will be at least nine Everyday Swim projects and at least 32 LEAP (or equivalent) programmes incorporating swimming</p>						
<p>Sport England KPIs</p> <p>* Increase in participation through NGB led activity</p>						
Critical Success Factors		2004 Figures	2005/6	2006/7	2007/8	2008/9

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2.1.1	Sure Start deliverers with ASA resource material	0	0	190	250	310
2.1.2	Number of LEAP (or equivalent programmes incorporating swimming	1	4	12	16	32
2.1.2	Number of Everyday Sport projects	0	4	9	9	9

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Corporate Aim 2.2

To provide easily accessible pathways from schools into Swim 21 clubs or health related fitness activity.

Corporate Objectives by the end of 2008/2009

2.2.1 To strengthen links with schools, local authority schemes and private swim schemes in order to encourage children to migrate from learn to swim programmes to Swim 21 clubs or fitness programmes

2.2.2 There will be at least 400 Schools Sports Partnerships linked to 800 Swim 21 accredited clubs. In addition there will be at least 1,000 schools linked to at least 100 ASA accredited learn to swim programmes.

Sport England KPIs

- * Increase in participation through NGB led activity
- * The number of active members of clubs within the sport

Critical Success Factors		2004 Figures	2005/6	2006/7	2007/8	2008/9
	2.2.1 School Sports Partnerships with Swim 21 Club links	47	100	200	300	400
	2.2.2 Schools linked to accredited Learn to Swim Schemes	10	250	500	750	1,000

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Corporate Aim 2.3

To continue to provide comprehensive pathways for swimmers to sustain their involvement and develop to their full potential through programmed activities linked to the Long Term Athlete Development model (LTAD)

Corporate Objectives by the end of 2008/2009

2.3.1 There will be 800 Swim 21 accredited clubs*. 45 County Sports Partnerships working with networks of Swim 21 Clubs. This will be represented by 72 Swim 21 accredited Performance Clubs, 120 Swim 21 accredited Competitive Development Clubs, 368 Swim 21 accredited Skill Development Clubs, 240 Swim 21 accredited Teaching Clubs and 9 Swim 21 Disability clubs, all following the principles of the LTAD.

In addition there will be 225 Local Authorities delivering development programmes linked to the LTAD and at least 2 Specialist Sports Colleges associated with swimming networks in all 45 County Sports Partnerships.

Sport England KPIs

* The number of active accredited clubs within the sport

Critical Success Factors		2004 Figures	2005/6	2006/7	2007/8	2008/9
2.3.1	Accredited Swim 21 Clubs *	100	350	553	700	800
2.3.1	County Sports Partnerships with network of Swim 21 clubs	13	32	38	42	45
2.3.1	Swim 21 Accredited Performance Clubs	8	30	48	63	72
2.3.1	Swim 21 Accredited Competitive Development Clubs	10	50	85	105	120
2.3.1	Swim 21 Accredited Skill Development Clubs	59	170	260	322	368
2.3.1	Swim 21 Accredited Teaching Clubs	23	100	160	210	240
2.3.1	Swim 21 Disability Clubs	2	3	5	7	8

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	2.3.1 Number of affiliated Disability Clubs	17	18	20	22	24
	2.3.1 Local Authorities Accredited Swim Programmes	29	50	75	100	150
	2.3.1 Specialist Sports Colleges associated with swimming networks in County Sports Partnerships	No figures	64	76	84	90

* *Swim 21 Clubs are defined as those clubs that have achieved accreditation and reflect single or multiple levels of accreditation.*

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Corporate Aim 2.4

To encourage the development of Masters activity through an increase of opportunity and the expansion of the competitive programme for adult swimmers

Corporate Objectives by the end of 2008/2009

2.4.1 There will be 8,000 registered Masters Swimmers with access to competition at Regional, National and World level

2.4.2 There will be an established National Masters Water Polo Framework with access to competition at Regional, National and International levels

Sport England KPIs

* The number of active members of clubs within the sport

Critical Success Factors		2004 Figures	2005/6	2006/7	2007/8	2008/9
2.4.1	Registered Masters Swimmers	5,000	6,700	7,000	7,500	8,000
2.4.1	Regions with Masters competitions	5	5	6	8	8
2.4.1	National Masters competitions	1	1-2	1-2	1-2	1-2
2.4.1	Number of dedicated masters programmes in the Regions	0	16	32	64	128
2.4.2	National water polo framework in place	0	0	1	1	1
2.4.2	Registered Masters players	0	0	1,000	2,000	3,000
2.4.2	Regions with Masters Water Polo competitions	0	0	2	4	8
2.4.2	National Masters Water Polo competitions	0	0	0	1	2

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Corporate Aim 2.5

To continue to provide advice and guidance for programmes that provide opportunities for fitness swimming for all ages at levels and times to suit each individual.

Corporate Objectives by the end of 2008/2009

2.5.1 There will be 4,000 registered Swimfit members

Sport England KPIs

* Increase in participation through NGB driven activity

Critical Success Factors		2004 Figures	2005/6	2006/7	2007/8	2008/9
	2.5.1 No. of corporate Health and Fitness clubs delivering Swimfit	0	75	150	250	300
	2.5.1 Registered Swimfit Members		1,000	2,000	3,000	4,000

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Corporate Aim 2.6

To be an advocate for lifelong participation in swimming

To ensure that all participants in aquatic activity have access to qualified personnel who can provide advice and direction on the suitability and extent of activity in accordance with their health and lifestyle

To create an infrastructure both within the ASA and across all County Sports Partnerships that can respond to the health and fitness needs of participants of all ages interested in aquatic activity,

Corporate Objectives by the end of 2008/2009

2.6.1 The ASA will have personnel at a National and Regional level promoting swimming as part of the health and fitness agenda and working strategically with key partners to develop programmes across all County Sports Partnerships

2.6.2 There will be 45 co-ordinated programmes across all County Sports Partnerships.

2.6.3 There will be 400 ASA qualified Swimming Activity and Health Coaches employed within the public/private sector

2.6.4 To have a workforce planning agreement with Skills Active in each of our ASA regions

Sport England KPIs

* The number of qualified and currently active coaches and teachers delivering instruction in the sport

Critical Success Factors		2004 Figures	2005/6	2006/7	2007/8	2008/9
2.6.1	National Swimming Activity and Health Manager	0	1	1	1	1
2.6.2	No. of County Sports Partnership Swimming Activity and Health programmes	0	21	29	42	45

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2.6.3	No. of ASA qualified Swimming Activity and Health Coaches	0	100	200	300	400
2.6.4	No. of ASA Regions with Workforce Planning agreements	0	2	4	6	8

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Section 3	Athlete Development - Swimming
Vision Statement	The development of swimmers to their full individual potential is an important factor and we will achieve this by ensuring that all swimmers have a quality coaching and training environment at each stage of their development.

Corporate Aim 3.1

To ensure that by end 2008/9, a minimum of 60% of affiliated swimming clubs are providing a quality environment which will enable swimmers with the talent and desire to reach their full potential

Corporate Objectives by the end of 2008/2009

3.1.1 There will be 800 Swim 21 / Clubmark accredited clubs and all of these will be following the principles of LTAD

3.1.2 There will be 45 co-ordinated club development programmes across all County Sports Partnerships

3.1.3 There will be accredited University programmes servicing the needs of swimmers in line with LTAD and in conjunction with TASS supporting the development of individual athletes into World Class Programmes

Sport England KPIs

- * Increase in participation through NGB led activity
- * The number of active members of clubs within the sport
- * The number of qualified and currently active coaches and teachers delivering instruction in the sport
- * The number of active volunteers supporting the sport

Critical Success Factors		2004 Figures	2005/6	2006/7	2007/8	2008/9
3.1.1	Swim 21 Accredited Clubs	100	350	553	700	800

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3.1.1	Swim 21 Accredited Performance Clubs	8	30	48	63	72
3.1.1	Swim 21 Accredited Competitive Development Clubs	10	50	85	105	120
3.1.1.	Swim 21 Accredited Skill Development Clubs	59	170	260	322	368
3.1.1	Swim 21 Accredited Teaching Clubs	23	100	160	210	240
3.1.2	Number of CSP Swim 21 Club Development Programmes	0	21	29	42	45
3.1.3	University swimming programmes with WC endorsement	2	4	4	8	8
3.1.3	Number of HE students/swimmers achieving World Class Programme selection criteria accessing TASS support	18	20	22	24	26
3.1.3	Number of disabled swimmers accessing TASS support	0	10	15	20	25
3.1.3	University senior programmes that incorporate disabled swimmers	2	8	10	12	15
3.1.3	Total no. of water polo players receiving TASS funding	0	25	30	35	35

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Corporate Aim 3/2

To ensure that Local Authorities, Clubs and other partners work together in partnership to enable swimmers to easily access the levels of training and water time appropriate to their age and stage of development

Corporate Objectives by the end of 2008/2009

- 3.2.1 There will be a minimum of 72 networks of Swim 21 Accredited Clubs (on average TWO per CSP) ensuring access to a quality experience for swimmers at each stage of their development.
- 3.2.2 All local Authorities with Swim 21 clubs will understand the needs of competitive swimmers and this will be reflected in the programming of their facilities and pricing of their water time.
- 3.2.3 All Swim 21 Competitive and Performance level clubs will have access to a 50m pool as a club base or for training/development camps, pre-competition preparation and competition

Sport England KPIs

- * Increase in participation through NGB led activity
- * The number of active members of clubs within the sport

Critical Success Factors		2004 Figures	2005/6	2006/7	2007/8	2008/9
3.2.1	Numbers of networks of Swim 21 Accredited Clubs	13	45	54	63	72
3.2.2	Local Authorities programming facilities to accommodated needs of competitive swimmers, in line with LTAD.	No figures	200	250	300	350
3.2.3	Number of Swim 21 Clubs based in 50m pool facility	5	15	17	24	26
3.2.3	Number of Swim 21 clubs accessing 50m pools for training / development camps, pre-competition preparation and competition	18	120	146	168	192

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Corporate Aim 3.3

To ensure there are coaches at all levels accessing a comprehensive ASA coach education programme

Corporate Objectives by the end of 2008/2009

- 3.3.1 Additional 96 ASA Coach /UKCC level 4 and 184 Club Coaches/UKCC level 3 practising in Swim 21 Accredited clubs.
- 3.3.2 The ASA Coach education programme will be facilitated through CPSs and will be linked to ASA Regional Coach Education and Training centres
- 3.3.3 There will be a minimum of one Training and Development Centre in each ASA Region based on Swim 21 accredited Performance clubs offering tutoring, mentoring and CPD opportunities

Sport England KPIs

* The number of qualified and currently active coaches and teachers delivering instruction in the sport

Critical Success Factors		2004 Figures	2005/6	2006/7	2007/8	2008/9
3.3.1	ASA Level 4 (or UKCC equivalent) coaches in Swim 21 Competitive Development and Performance accredited clubs	27 (since 2001)	24	48	72	96
3.3.1	ASA Level 3 (or UKCC equivalent) coaches in Swim 21 Skill Development accredited clubs	308 (since 2001)	46	92	138	196
3.3.1	Trained ASA/UKCC Tutors	0	16	32	64	96
3.3.1	Trained national "Presenters"	0	16	32	64	96
3.3.1	Trained vocational trainers	0	75	150	175	200

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	3.3.2	Number of coach education programmes delivered through CSP network	32	45	45	45	45
	3.3.3	No. of Training and Development Centre	0	2	4	8	8
<p>Corporate Aim 3.4</p> <p>To provide an all inclusive talent education and development programme that will prepare young swimmers for the expectations of the World Class programmes</p> <p>To provide an all inclusive education and development programme for coaches of young talented swimmers</p>							
<p>Corporate Objectives by the end of 2008/2009</p> <p>3.4.1 There will be a progressive series of Swimming Development Academies servicing the needs of talented swimmers at Local, County Sports Partnership and Multi-Regional levels</p> <p>3.4.2 At least 50% of qualified coaches will use Multi-Regional and County Sports Partnership level Swimming Development Camps for CPD</p> <p>3.4.3 All County Sports Partnerships delivering the Active Sports Swimming Framework will have been supported, monitored and evaluated.</p>							
<p>Sport England KPIs</p> <p>* Increase in participation through NGB led activity</p> <p>* The number of active members of clubs within the sport</p> <p>* The number of qualified and currently active coaches and teachers delivering instruction in the sport</p>							
Critical Success Factors			2004 Figures	2005/6	2006/7	2007/8	2008/9
	3.4.1	Number of local Swimming Development Academies (LSDAs)	61	90	180	270	380
	3.4.1	Number of Partnership Talent and Identification (TiD) camps at a Partnership/County level	12	40	54	80	90

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3.4.1	Number of multi-regional camps (North, Midlands, South)	0	3	3	6	6
3.4.2	Number of CPD opportunities for coaches at Local Academy level	0	314	412	602	652
3.4.2	Number of CPD opportunities at partnership TiD level	0	80	108	160	180
3.4.2	Number of CPD opportunities at multi-regional TiD level	0	9	9	18	18
3.4.3	Number of Active Sports swimming programmes	36	24	16	3	0

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Corporate Aim 3.5

To provide a comprehensive National Competition Framework and calendar of licensed events which address the development needs of swimmers in line with the principles of LTAD.

To ensure all agencies providing competition opportunities are working to the National Competition Framework

Corporate Objectives by the end of 2008/2009

3.5.1 There will be a comprehensive National Competition Framework and calendar of licensed events that reflects the principles of LTAD and signals the appropriate competition stepping stones for swimmers at each stage of their development

3.5.2 Sub regional structures will be working to the National Competition Framework

3.5.3 All competitive opportunities provided through the efforts of external agencies, including schools, CSPs, LAs and Swimming Leagues will reflect the criteria within the National Competition Framework

3.5.4 There will be a classification process in place in all ASA Regions for disabled swimmers seeking to enter ASA competition

Sport England KPIs

* The number of active members of clubs within the sport

Critical Success Factors		2004 Figures	2005/6	2006/7	2007/8	2008/9
	3.5.1 National Competition Framework	0	1	1	1	1
	3.5.1 Multi-regions working to the National Competition Framework	0	0	3	3	3
	3.5.1 Regions working to the National Competition Framework	0	-	8	8	8
	3.5.2 Sub regional structures working to the National Competition Framework	0	-	40	40	40

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	3.5.3 Number of local competition programmes developed and facilitated by County ASA in partnership with CSPs which reflect the National Competition Framework	0	21	29	42	45
	3.5.4 A classification team (1 technical, 1 medical classifier) in each region	0	1	4	6	8
	3.5.4 IPC accredited Swimming Official in each region having attended accredited IPC training course	0	4	6	8	8

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Corporate Aim 3.6

To provide a training programme for Team Managers working at all levels below those of World Class Performance to ensure that the experience and knowledge gained prepares people for the expectations of swimmers and staff in the World Class Performance programmes

Corporate Objectives by the end of 2008/2009

3.6.1 There will be 1,600 Level One, 800 Level 2 and 400 Level Three Team Managers within accredited Swim 21 Clubs

Sport England KPIs

* The number of active volunteers supporting the sport

Critical Success Factors		2004 Figures	2005/6	2006/7	2007/8	2008/9
3.6.1	Number of accredited Level One Team Managers	0	500	900	1,300	1,600
3.6.1.	Number of accredited Level Two Team Managers	0	200	400	600	800
3.6.1	Number of accredited Level Three Team Managers		0	0	200	400

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Corporate Aim 3.7

To ensure all programmes are based on LTAD

Corporate Objectives by the end of 2008/2009

3.7.1 There will be at least 50 accredited Swim 21 clubs with a minimum of 20 hours of dedicated water time per week for their top squads and 10 of these clubs with at least 50 swimmers achieving breakpoint volume in 20 – 24 hours per week

In addition there will be a further 142 accredited Swim 21 clubs at Competitive Development and Performance levels with 300 ASA Coach qualified coaches of which at 160 will be full-time

Sport England KPIs

* Performance of teams and/or individuals in significant international championships and world rankings

* % of English athletes in GB teams

Critical Success Factors		2004 Figures	2005/6	2006/7	2007/8	2008/9
3.7.1	Clubs with 24 hours water time per week available for top squad	-	15	27	39	50
3.7.1	Clubs with at least 50 swimmers training 20-24 hours per week achieving breakpoint volume	-	4	6	8	10
3.7.1	Swim 21 accredited Performance Clubs	8	30	48	63	72
3.7.1	Swim 21 accredited Competition Development Clubs	10	50	85	105	120
3.7.1	ASA Level 4 Coaches in Swim 21 clubs	178*	80	132	173	192

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	3.7.1 Full time ASA Coaches in Swim 21 Performance Clubs		30	48	63	72
	3.7.1 Full time ASA Coaches in Swim 21 Competitive Development Clubs		80	132	173	192

* Full time coaches – source BSCTA

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Section 3	Athlete Development - Diving
Vision Statement	The development of swimmers to their full individual potential is an important factor and we will achieve this by ensuring that all swimmers have a quality coaching and training environment at each stage of their development.

Corporate Aim 3.1
To ensure that by end 2008, a minimum of 60% of affiliated Diving clubs are providing accessibility to a quality environment which will enable Divers with the talent and desire to reach their full potential

Corporate Objectives by the end of 2008/2009
3.1.1 There will be 40 Swim 21(Diving) / Clubmark accredited clubs. All of these will automatically be awarded Sport England Club Mark and be following the principles of LTAD

Sport England KPIs
* Increase in participation through NGB led activity
* The number of active members of clubs within the sport
* The number of qualified and currently active coaches and teachers delivering instruction in the sport
* The number of active volunteers supporting the sport

Critical Success Factors	2004 Figures	2005/6	2006/7	2007/8	2008/9
3.1.1 Swim 21 (Diving) Accredited Clubs	0	0	10	20	40
3.1.1 Swim 21 (Diving) Accredited Performance Clubs	0	0	3	6	8
3.1.1 Swim 21 (Diving) Accredited Competitive Development Clubs	0	0	3	6	8

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	3.1.1 Swim 21 (Diving) Accredited Skill Development Clubs	0	0	2	12	14
	3.1.1 Swim 21 (Diving) Accredited Teaching Clubs	0	0	2	6	10

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Corporate Aim 3.2

To ensure that Local Authorities, Clubs and other partners work together in partnership to enable divers to easily access the levels of training and water time appropriate to their age and stage of development.

To encourage clubs to work together to ensure that shortfalls in the availability of water time can be addressed through a network of opportunity, including the private sector.

To ensure that all Swim 21 (Diving) Competitive and Performance Clubs have access to a 10 metre venue with synchronised boards for specialised training and experience.

Corporate Objectives by the end of 2008/2009

3.2.1 There will be a minimum of 10 networks of Swim 21 (Diving) accredited clubs ensuring access to a quality experience for divers at each stage of their development,

3.2.2 All Local Authorities with Swim 21 (Diving) clubs will understand the needs of competitive divers and this will be reflected in the programming of their facilities and pricing of their water time

3.2.3 All Swim 21 (Diving) Competitive and Performance level clubs will have access to a 10m diving pool, with synchronised boards and dry-land facilities

Sport England KPIs

* Increase in participation through NGB led activity

* The number of active members of clubs within the sport

* The number of qualified and currently active coaches and teachers delivering instruction in the sport

Critical Success Factors		2004 Figures	2005/6	2006/7	2007/8	2008/9
	3.2.1 Numbers of networks of Swim 21 (Diving) Accredited Clubs	0	0	2	5	10
	3.2.2 Local Authorities programming facilities to accommodate the needs of diving in line with LTAD	0	20	26	35	40

Amateur Swimming Association Planning Guidelines 2005 -2009

	3.2.3 Number of Swim 21 (Diving) clubs accessing 10m diving pools	0	0	6	12	20
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Amateur Swimming Association Planning Guidelines 2005 -2009

Corporate Aim 3.3

To ensure there are coaches at all levels accessing a comprehensive ASA Coach education programme

Corporate Objectives by the end of 2008/2009

- 3.3.1 There will be 6 High Performance Coaches, 15 National Coaches, 20 Talent Development Coaches, 100 Skill Development Coaches and 200 Diving Instructors practising in Swim 21 (Diving) accredited clubs
- 3.3.2 There will be 10 full-time coaches to produce performance athletes and an additional 12 ASA certified coaches directing programmes and coaching in Swim 21 (Diving) Performance and Competitive Development Clubs
- 3.3.3 There will be 4 ASA Coach Education Centres for Diving, one in the North, one in the South, based on Swim 21 (Diving) accredited Performance Clubs offering tutoring, mentoring and CPD opportunities.

Sport England KPIs

- * The number of qualified and currently active coaches and teachers delivering instruction in the sport
- * The number of active volunteers supporting the sport

Critical Success Factors		2004 Figures	2005/6	2006/7	2007/8	2008/9
3.3.1	Talent Development, National and High Performance Coaches in Swim 21 (Diving) Competitive Development and Performance Accredited clubs	0	0	13	26	41
3.3.1	Skill Development coaches in Swim 21 (Diving) Skill Development Accredited clubs	0	0	4	24	40
3.3.1	Skill Development coaches and Diving Instructors in Local Authority programmes	0	60	120	200	260
3.3.2	Full time fully qualified coaches in Swim 21 (Diving) accredited Performance and Competitive Development clubs	0	0	3	6	10
3.3.3	Number of Coach Education Centres for Diving	0	0	1	2	4

Amateur Swimming Association Planning Guidelines 2005 -2009

<p>Corporate Aim 3.4</p> <p>To provide a talent education and development programme that will prepare young divers for the expectations of the World Class programmes</p> <p>To provide an education and development programme for coaches of young talented divers</p>							
<p>Corporate Objectives by the end of 2008/2009</p> <p>3.4.1 There will be a progressive series of Diving Development Camps servicing the needs of talented divers at Local, County Sports Partnership and Regional level.</p> <p>3.4.2 At least 100 Coaches will use Regional and County level Diving Development Camps for CPD</p>							
<p>Sport England KPIs</p> <p>* Increase in participation through NGB led activity</p> <p>* The number of active members of clubs within the sport</p>							
Critical Success Factors		2004 Figures	2005/6	2006/7	2007/8	2008/9	
	3.4.1	Number of local diving development academies	0	10	20	35	40
	3.4.1	Number of partnership TiD Smart Track Camps at a Partnership/County level	0	10	18	26	35
	3.4.1	Number of Zone Camps (North and South)	0	8	10	10	10
	3.4.2	Number of CPD opportunities for coaches at local academy level	0	10	15	20	40
	3.4.2	Number of CPD opportunities at Partnership TiD level	0	20	36	52	70
	3.4.2	Number of CPD opportunities at Zone level	0	24	30	30	30

Amateur Swimming Association Planning Guidelines 2005 -2009

Corporate Aim 3.5

To provide a comprehensive National Competition Framework and calendar of licensed events which addresses the development needs of divers in line with the principles of LTAD

To ensure all agencies providing competition opportunities are working to the National Competition Framework

Corporate Objectives by the end of 2008/2009

- 3.5.1 There will be a comprehensive National Competition Framework and calendar of licensed events that reflects the principles of LTAD and signals the appropriate competition stepping stones for divers at each stage of their development
- 3.5.2 Sub regional structures will be working to the National Competition Framework
- 3.5.3 All competitive opportunities provided through the efforts of external agencies, including schools, CSPs, LAs and Swimming Leagues will reflect the criteria within the National Competition Framework

Sport England KPIs

- * Increase in participation through NGB led activity
- * The number of active members of clubs within the sport
- * The number of active volunteers supporting the sport

Critical Success Factors		2004 Figures	2005/6	2006/7	2007/8	2008/9
3.5.1	National Competition Framework	0	1	1	1	1
3.5.2	Sub regional structures working to the National Competition Framework	0	0	33	33	33
3.5.2	Regions working to the National Competition Framework	0	8	8	8	8
3.5.3	Licensed events operating to the National Competition Framework	0	10	14	18	24

Amateur Swimming Association Planning Guidelines 2005 -2009

Corporate Aim 3.6

To provide a training programme for Team Managers working at levels below those of World Class Performance to ensure that the experience and knowledge gained prepares people for the expectations of divers and staff in the World Class Performance Programmes

Corporate Objectives by the end of 2008/2009

3.6.1 There will be 100 Level One and 50 Level Two Team Managers

Sport England KPIs

* The number of active volunteers supporting the sport

Critical Success Factors		2004 Figures	2005/6	2006/7	2007/8	2008/9
3.6.1	Number of registered Level One Team Managers	0	0	20	30	40
3.6.1	Number of accredited Level Two Team Managers	0	0	10	18	25

Amateur Swimming Association Planning Guidelines 2005 -2009

Corporate Aim 3.7

To ensure all programmes are based on the LTAD

Corporate Objectives by the end of 2008/2009

3.7.1 There will be at least 6 accredited Swim 21 (Diving) Performance Clubs with a minimum of 25 hours training per week providing a university link programme and conducting a reverse periodisation-training programmes (seniors only.) In addition 10 clubs providing a broad based training programme including a minimum of 15 hours water time, weight training, trampoline with harness work and gymnastic based skill training

Sport England KPIs

- * Performance of teams and/or individuals in significant international championships and world rankings
- * % of English athletes in GB teams

Critical Success Factors		2004 Figures	2005/6	2006/7	2007/8	2008/9
3.7.1	Swim 21 (Diving) Performance Clubs with 25 hours training per week	0	0	3	6	8
3.7.1	Number of divers on World Class Programmes	0	12	12	10	12
3.7.1	Number of divers on TASS programme in clubs with University links	0	12	14	16	16
3.7.1	Swim 21 (Diving) Competition Development clubs with a minimum of 15 hours pool time per week in addition to dry land training	0	0	3	6	10
3.7.1	Number of divers on World Class Potential and Start programmes (Junior Olympic and talent programmes)	0	15	24	33	40
3.7.1	Number of TiD divers on Smart Track programmes in accredited World Class Training centres	0	45	65	85	100

Amateur Swimming Association Planning Guidelines 2005 -2009

Corporate Aim 3.8

To ensure all divers who have the ability to achieve at the highest level will receive appropriate support

Corporate Objectives by the end of 2008/2009

3.8.1 There will be a progressive Talent Identification, nurturing and development process based on the principles of the LTAD through a co-ordinated World Class programme

Sport England KPIs

* Increase in participation through NGB driven activity

Critical Success Factors		2004 Figures	2005/6	2006/7	2007/8	2008/9
	3.8.1 Divers on Junior Talent Programme and TiD Smart Track		50	99	118	140

Amateur Swimming Association Planning Guidelines 2005 -2009

Section 3	Athlete Development – Water Polo
Vision Statement	The development of swimmers to their full individual potential is an important factor and we will achieve this by ensuring that all swimmers have a quality coaching and training environment at each stage of their development.

Corporate Aim 3.1

To ensure that by end 2009, a minimum of 40% of affiliated Water Polo clubs are providing a quality environment which will enable Players with the talent and desire to reach their full potential

Corporate Objectives by the end of 2008/2009

3.1.1 There will be 58 Swim 21(Water Polo) / Clubmark accredited clubs comprising 8 Swim 21 (Water Polo) accredited Performance Clubs, 16 Swim 21 (Water Polo) accredited Competitive Development Clubs, 14 Swim 21 (Water Polo) accredited Skill Development Clubs and 20 Swim 21 (Water Polo) accredited mini-polo! Clubs. All of these will automatically be awarded Sport England Club Mark and be following the principles of LTAD

Sport England KPIs

- * Increase in participation through NGB led activity
- * The number of active members of clubs within the sport
- * The number of qualified and currently active coaches and teachers delivering instruction in the sport
- * The number of active volunteers supporting the sport

Critical Success Factors	2004 Figures	2005/6	2006/7	2007/8	2008/9
3.1.1 Swim 21 (Water Polo) Accredited Clubs	0	5	18	35	58
3.1.1 Swim 21 (Water Polo) Accredited Performance Clubs – Men’s	0	0	1	2	4
3.1.1. Swim 21 (Water Polo) Accredited Performance Clubs – Women’s	0	0	1	2	4

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	3.1.1 Swim 21 (Water Polo) Accredited Competitive Development Clubs – Men’s	0	1	3	5	8
	3.1.1 Swim 21 (Water Polo) Accredited Competitive Development Clubs – Women’s	0	1	3	5	8
	3.1.1 Swim 21 (Water Polo) Accredited Skill Development Clubs	0	1	4	8	14
	3.1.1 Swim 21 (Water Polo) Accredited mini-polo! Clubs	0	2	6	13	20

Amateur Swimming Association Planning Guidelines 2005 -2009

Corporate Aim 3.2

To ensure there are coaches at all levels accessing a comprehensive ASA Coach education programme

Corporate Objectives by the end of 2008/2009

- 3.2.1 There will be 24 Tutors or licensed presenters delivering Mini-polo! Workshops
- 3.2.2 There will be 196 qualified coaches who are working at different levels of the sport
- 3.2.3 There will be a programme of CPD opportunities

Sport England KPIs

- * The number of qualified and currently active coaches and teachers delivering instruction in the sport
- * The number of active volunteers supporting the sport

Critical Success Factors		2004 Figures	2005/6	2006/7	2007/8	2008/9
3.2.1	Primary Tutors or licensed presenters delivering mini-polo! Workshops within each region.	0	4	8	16	24
3.2.2	Coaches working at Level 1 and practicing within a mini-polo! Club or an accredited learn to swim/play scheme	0	0	20	50	80
3.2.2	Coaches working at Level 2 and practicing within Skill Development clubs, mini-polo! Clubs or Regional and County Development clinics	0	0	16	32	64
3.2.2	Coaches working at Level 3 and practicing within Competitive Development Clubs, Skill Development clubs or Regional Training Centres	0	0	0	10	40
3.2.2	Coaches working at Level 4 and practicing with Performance Clubs, High Performance Centres or National Team	0	0	0	4	10

Amateur Swimming Association Planning Guidelines 2005 -2009

	3.2.2 Coaches working at Level 5 and practicing within High Performance Centres, National Team and a range of learning opportunities overseas	0	0	0	1	2
	3.2.3 A range of CPD opportunities through a programme of seminars and workshops at multi-regional level, conducted by licensed presenters and linked to an Education Centre	0	4	8	24	32

Amateur Swimming Association Planning Guidelines 2005 -2009

Corporate Aim 3.4

To provide a talent education and development programme that will prepare young players for the expectations of the National team Programme for Water Polo

To provide an education and development programme for coaches of young talented Players

Corporate Objectives by the end of 2008/2009

- 3.4.1 There will be a progressive series of Water Polo Development Clinics and Camps servicing the needs of talented Water Polo Players run at Regional and County level, where possible linking with County Sports Partnerships
- 3.4.2 There will be 48 weekly Academy sessions per year in all ASA Regions
- 3.4.3 There will be at least 50% of qualified Water Polo Coaches using Regional Academies for CPD

Sport England KPIs

- * Increase in participation through NGB led activity
- * The number of active members of clubs within the sport

Critical Success Factors		2004 Figures	2005/6	2006/7	2007/8	2008/9
3.4.1	Number of Regional Development Clinics and Camps	0	15	24	48	72
3.4.1	Number of County/CSP Development Clinics and Camps	0	0	6	16	32
3.4.2	Number of Regional Academies	0	4	6	7	8
3.4.3	Coaches attending Academies as part of ongoing CPD	0	0	8	24	48

Amateur Swimming Association Planning Guidelines 2005 -2009

Corporate Aim 3.5

To provide a comprehensive National Competition Framework for Water Polo which addresses the development needs of players in line with the principles of LTAD

To ensure all agencies providing competition opportunities are working to the National Competition Framework

Corporate Objectives by the end of 2008/2009

3.5.1 There will be a comprehensive National Competition Framework and calendar of licensed events that reflects the principles of LTAD and signals the appropriate competition stepping stones for players at each stage of their development

3.5.2 Sub regional structures will be working to the National Competition Framework

3.5.3 All competitive opportunities provided through the efforts of external agencies, including schools, CSPs, LAs and Swimming Leagues will reflect the criteria within the National Competition Framework

Sport England KPIs

- * Increase in participation through NGB led activity
- * The number of active members of clubs within the sport
- * The number of active volunteers supporting the sport

Critical Success Factors		2004 Figures	2005/6	2006/7	2007/8	2008/9
3.5.1	National Competition Framework	0	0	1	1	1
3.5.2	Sub regional structures working to the National Competition Framework	0	0	0	10	20
3.5.2	Regions working to the National Competition Framework	0	0	4	6	8
3.5.3	Partnership Youth Games working to the National Competition Framework	0	0	2	4	8
3.5.3	English Schools Swimming Association (Water Polo) working to the National	0	0	1	1	1

Guidelines Amended from Corporate Plan - September 2005

Amateur Swimming Association Planning Guidelines 2005 -2009

	Competition Framework					
3.5.3	National Water Polo Leagues and Tournaments operated by the ASA in line with the National Competition Framework	0	0	1	2	2

Amateur Swimming Association Planning Guidelines 2005 -2009

Corporate Aim 3.6

To provide a training programme for Team Managers working at levels below those of the National Team to ensure that the experience and knowledge gained prepares people for the expectations of players and within the National team programme

Corporate Objectives by the end of 2008/2009

3.6.1 All Team Managers entering National Team programme activities and competitions will have progressed through the Team Managers' training programme: Level Two and all Swim 21 (Water Polo) accredited clubs will have a sum total of 16 Level One and 6 Level Two Team Managers

Sport England KPIs

* The number of active volunteers supporting the sport

Critical Success Factors		2004 Figures	2005/6	2006/7	2007/8	2008/9
3.6.1	Number of registered Level One Team Managers	0	2	4	8	16
3.6.1	Number of accredited Level Two Team Managers	0	0	2	4	6

Amateur Swimming Association Planning Guidelines 2005 -2009

Corporate Aim 3.7

To ensure all programmes are based on the LTAD

Corporate Objectives by the end of 2008/2009

3.7.1 There will be at least 4 clubs with 20 plus hours training time per week for their top squads and in addition 6 clubs with at least 5 players achieving threshold volume in 14 plus hours per week

In addition there will be 16 accredited Swim 21 (Water Polo) clubs at Competition development and performance levels with 24 level 3 and 4 qualified coaches of which 5 will be full time

Sport England KPIs

- * Increase in participation through NGB led activity
- * The number of active members of clubs within the sport
- * The number of qualified and currently active coaches and teachers delivering instruction within the sport

Critical Success Factors		2004 Figures	2005/6	2006/7	2007/8	2008/9
3.7.1	Clubs with 20 plus hours training time per week available to top squad	0	0	0	2	4
3.7.1	Clubs with at least 5 players training 14 plus hours per week achieving threshold volume	0	0	1	3	6
3.7.1	Swim 21 (Water Polo) accredited Performance Clubs	0	0	2	4	8
3.7.1	Swim 21 (Water Polo) accredited Competitive Development Clubs	0	1	6	10	16
3.7.1	ASA Level 3 Coaches in Swim 21 (Water Polo) Clubs	0	0	0	8	20
3.7.1	ASA Level 4 Coaches in Swim 21 (Water Polo) Clubs	0	0	0	4	10

Amateur Swimming Association Planning Guidelines 2005 -2009

	3.7.1 Full time Water Polo Coaches in Swim 21 (Water Polo) Performance Clubs	0	0	1	2	3
	3.7.1 Full time Water Polo Coaches in Swim 21 (Water Polo) Competitive Development Clubs	0	0	0	1	2

Amateur Swimming Association Planning Guidelines 2005 -2009

Corporate Aim 3.8

To ensure all Water Polo players who have the ability to achieve at the highest level will receive appropriate support

Corporate Objectives by the end of 2008/2009

3.8.1 There will be a progressive Talent Identification, nurturing and development process based on the principles of the LTAD through a co-ordinated Water Polo Academy programme at National and Regional levels

Sport England KPIs

* Increase in participation through NGB driven activity

Critical Success Factors		2004 Figures	2005/6	2006/7	2007/8	2008/9
	3.8.1 Players on National Academy Programme	70	80	80	100	100
	3.8.1 Players on Regional Academy Programme	0	80	120	140	160

Amateur Swimming Association Planning Guidelines 2005 -2009

Section 3	Athlete Development – Synchronised Swimming
Vision Statement	The development of swimmers to their full individual potential is an important factor and we will achieve this by ensuring that all swimmers have a quality coaching and training environment at each stage of their development.

Corporate Aim 3.1
To ensure that by end 2008/9 a Swim 21 (Synchro') programme is fully operational and 25% of Synchro' clubs are engaged in the process

Corporate Objectives by the end of 2008/2009
3.1.1 There will be 20 Swim 21(Synchro') / Clubmark accredited clubs and all of these will be following the principles of LTAD

Sport England KPIs
* Increase in participation through NGB led activity
* The number of active members of clubs within the sport
* The number of qualified and currently active coaches and teachers delivering instruction in the sport
* The number of active volunteers supporting the sport

Critical Success Factors	2004 Figures	2005/6	2006/7	2007/8	2008/9
3.1.1 Swim 21 (Synchro') Accredited Clubs	0	0	8	15	20
3.1.1 Swim 21 (Synchro') Accredited Performance Clubs	0	0	3	4	5
3.1.1 Swim 21 (Synchro') Accredited Competitive Development Clubs	0	0	2	4	5
3.1.1 Swim 21 (Synchro') Accredited Skill Development Clubs/Teaching Clubs	0	0	3	7	10

Amateur Swimming Association Planning Guidelines 2005 -2009

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Amateur Swimming Association Planning Guidelines 2005 -2009

Corporate Aim 3.2

To ensure that Local Authorities, Clubs and other partners work together in partnership to enable swimmers to easily access the levels of training and water time appropriate to their age and stage of development.

Corporate Objectives by the end of 2008/2009

3.2.1 There will be a National Synchro' Development Officer developing the infrastructure and partnerships between LAs, Clubs and other partners ensuring access to a quality experience for synchro' swimmers at each stage of their development.

Sport England KPIs

- * Increase in participation through NGB led activity
- * The number of active members of clubs within the sport

Critical Success Factors		2004 Figures	2005/6	2006/7	2007/8	2008/9
3.2.1	Local Authorities programming facilities to accommodate the needs of competitive Synchronised swimmers, in line with LTAD	0	0	8	15	20

Amateur Swimming Association Planning Guidelines 2005 -2009

Corporate Aim 3.3

To ensure there are coaches at all levels accessing a comprehensive ASA Coach education programme

Corporate Objectives by the end of 2008/2009

3.3.1 There will be qualified Synchro' coaching personnel actively engaged in all accredited Swim 21 (Synchro') clubs

Sport England KPIs

* The number of qualified and currently active coaches and teachers delivering instruction in the sport

Critical Success Factors		2004 Figures	2005/6	2006/7	2007/8	2008/9
3.3.1	Level 4 (or UKCC equivalent) coaches in Swim 21 (Synchro') Clubs	0	0	0	8	10
3.3.1	Level 3 (or UKCC equivalent) coaches in Swim 21 (Synchro') Clubs	0	0	4	16	20
3.3.1	Level 2 (or UKCC equivalent) coaches in Swim 21 (Synchro') Clubs	0	0	12	20	40
3.3.1	Trained ASA/UKCC Tutors for Synchro'	0	3	5	6	8
3.3.1	Trained National Presenters	0	5	8	10	12

Amateur Swimming Association Planning Guidelines 2005 -2009

Corporate Aim 3.4

To provide a talent education and development programme that will prepare young swimmers for the expectations of the National Synchro' programmes

To provide an education and development programme for coaches of young talented Synchro' swimmers

Corporate Objectives by the end of 2008/2009

3.4.1 There will be a fully implemented talent education and development programme in place based on the planned introduction of a LTAD Synchro' model by 2005/6.

3.4.2 There will be a progressive series of Synchro' Development Academies servicing the needs of talented Synchro' swimmers at Local, County Sports Partnership and multi- regional levels (* may need to revisit)

Sport England KPIs

- * Increase in participation through NGB led activity
- * The number of active members of clubs within the sport
- * The number of qualifies and currently active coaches and teachers delivering instruction within the sport

Critical Success Factors		2004 Figures	2005/6	2006/7	2007/8	2008/9
3.4.1	LTAD Synchro' introduced		*			
3.4.2	Number of local Synchro' Development Academies (LSSDAs)	0	0	24	45	60
3.4.2	Number of Partnership TiD camps at a Partnership/County level	0	0	12	16	20
3.4.2	Number of Multi-regional camps (North, Midlands, South)	0	0	3	3	6
3.4.2	Number of CPD opportunities for coaches at Local Academy level	0	0	45	90	120
3.4.2	Number of CPD opportunities at partnership TiD level	0	0	24	32	40

Amateur Swimming Association Planning Guidelines 2005 -2009

	3.4.2 Number of CPD opportunities at Multi-Regional level	0	0	9	9	18
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Amateur Swimming Association Planning Guidelines 2005 -2009

Corporate Aim 3.5

To provide a comprehensive National Competition Framework and calendar of licensed events which addresses the development needs of Synchro' swimmers in line with the principles of LTAD

To ensure all agencies providing competition opportunities are working to the National Competition Framework

Corporate Objectives by the end of 2008/2009

3.5.1 There will be a comprehensive National Competition Framework and calendar of licensed events that reflects the principles of LTAD and signals the appropriate competition stepping stones for Synchro' swimmers at each stage of their development

3.5.2 Sub regional structures will be working to the National Competition Framework

3.5.3 All competitive opportunities provided through the efforts of external agencies, including schools, CSPs, LAs and Swimming Leagues will reflect the criteria within the National Competition Framework

Sport England KPIs

* The number of active members of clubs within the sport

Critical Success Factors	2004 Figures	2005/6	2006/7	2007/8	2008/9
3.5.1 National Competition Framework	0	1	1	1	1
3.5.2 Multi- Regions working to the National Competition Framework	0	0	3	3	3
3.5.2 Regions working to the National Competition Framework	0	0	8	8	8
3.5.2 Sub regional structures working to the National Competition Framework	0	0	20	25	30
3.5.3 Local Competition Programmes developed and facilitated by County ASA in partnership with CSPs which reflect National Competition Framework	0	0	6	6	6

Amateur Swimming Association Planning Guidelines 2005 -2009

Corporate Aim 3.6

To provide a training programme for Team Managers working at levels below those at National level to ensure that the experience and knowledge gained prepares people for the expectations of divers and staff in the World Class Performance Programmes

Corporate Objectives by the end of 2008/2009

3.6.1 There will be 60 Level One and 20 Level Two Team Managers

Sport England KPIs

* The number of active volunteers supporting the sport

Critical Success Factors		2004 Figures	2005/6	2006/7	2007/8	2008/9
	3.6.1 Number of registered Level One Team Managers	0	0	16	30	40
	3.6.1 Number of accredited Level Two Team Managers	0	0	8	15	20

Amateur Swimming Association Planning Guidelines 2005 -2009

Corporate Aim 3.7

To ensure all programmes are based on the LTAD

Corporate Objectives by the end of 2008/2009

3.7.1 There will be at least 8 accredited Swim 21 (Synchro') Clubs with 12 hours of dedicated water time per week for their top squads and 4 of these clubs with at least 20 training 16 hours per week

Altogether there will be 20 accredited Swim 21 (Synchro') clubs with 30 Level 3 / 4 coaches, of which at least 2 will be full time.

Sport England KPIs

* Performance of teams and/or individuals in significant international championships and world rankings

* % of English athletes in GB teams

Critical Success Factors		2004 Figures	2005/6	2006/7	2007/8	2008/9
3.7.1	Clubs with 12 hours water time per week available for top squad	0	0	3	5	6
3.7.1	Clubs with at least 20 swimmers training 16 hours per week	0	0	1	2	4
3.7.1	Swim 21 (Synchro') accredited Performance clubs	0	0	1	3	4
3.7.1	Swim 21 (Synchro') accredited Competitive Development clubs	0	0	1	3	4
3.7.1	Level 3 / 4 qualified coaches in Swim 21 (Synchro') clubs	0	0	4	24	30
3.7.1	Full time coaches in Swim 21 (Synchro') clubs	0	0	0	1	2

Amateur Swimming Association Planning Guidelines 2005 -2009

Corporate Aim 3.8

To ensure all swimmers who have the ability to achieve at the highest level will receive appropriate support

Corporate Objectives by the end of 2008/2009

3.8.1 There will be a progressive Talent Identification, nurturing and development process based on the principles of the LTAD through a co-ordinated National Synchro' Performance programme

Sport England KPIs

* Increase in participation through NGB driven activity

Critical Success Factors		2004 Figures	2005/6	2006/7	2007/8	2008/9
3.8.1	Number of permanent lead coaches managing and leading the Synchro' programme	1	1	1	2	2
3.8.1	Swimmers on national programme	2	2	2	2	2
3.8.1	Swimmers on National Youth programme	30	36	36	36	36

Amateur Swimming Association Planning Guidelines 2005 -2009

Section 3	Athlete Development – Open Water
Vision Statement	The development of swimmers to their full individual potential is an important factor and we will achieve this by ensuring that all swimmers have a quality coaching and training environment at each stage of their development.

Corporate Aim 3.1

To ensure that Local Authorities, Clubs and other partners work together in partnership to enable swimmers to easily access the levels of training and water time appropriate to their age and stage of development.

Corporate Objectives by the end of 2008/2009

3.1.1 There will be a National Open Water Development Officer developing the infrastructure and partnerships between LAs, Clubs and other partners ensuring access to a quality experience for swimmers at each stage of their development.

Sport England KPIs

- * Increase in participation through NGB led activity
- * The number of active members of clubs within the sport

Critical Success Factors	2004 Figures	2005/6	2006/7	2007/8	2008/9
3.1.1 Number of accredited clubs providing Open Water development and support	8	16	20	25	30
3.1.1 Local Authorities programming facilities to accommodate the needs of competitive Open Water swimmers, in line with LTAD	4	5	7	9	12

Amateur Swimming Association Planning Guidelines 2005 -2009

Section 4	Excellence
Vision Statement	Swimming remains focussed on the achievement of success at Commonwealth Games level.

Corporate Aim 4.1

All swimmers, who have the ability to achieve at the highest level, will receive appropriate support

Corporate Objectives by the end of 2008/2009

4.1.1 There will be a progressive Talent Identification, nurturing and development process based on the principles of LTAD through a co-ordinated World Class programme servicing the needs of English swimmers.

Sport England KPIs

* Performance of teams and/or individuals in significant international championships and world rankings

* % of English athletes in GB teams

Critical Success Factors		2004 Figures	2005/6	2006/7	2007/8	2008/9
4.1.1	No. of permanent lead coaches and support staff managing and implementing the programme	9	9	9	9	9
4.1.1	No. of permanent lead coaches and support staff managing and implementing the disability programme	4.5	5.5	5.5	5.5	5.5
4.1.1	No. of swimmers attending Offshore Centre (TSS)	10	10	10	10	10
4.1.1	Swimmers on World Class Youth (Potential) programme		40	40	40	40

Guidelines Amended from Corporate Plan - September 2005

Amateur Swimming Association Planning Guidelines 2005 -2009

	4.1.1. Swimmers on World Class Potential Disability programme	20	20	25	25	30
	4.1.1 Swimmers on National Event camps		72	56	56	56
	4.1.1 Swimmers on World Class Age Group (Start) programme	140 WC Start and IM	96	96	96	96
	4.1.1 Swimmers on World Class Age Group (Start) Clinics programme	0	40	40	40	16040

Amateur Swimming Association Planning Guidelines 2005 -2009

Corporate Aim 4.2

Coaches with the skills, knowledge and ability will receive appropriate support to develop their potential

Corporate Objectives by the end of 2008/2009

4.2.1 There will be an increased number of coaches with the expertise and experience to coach at the elite level

4.4.2 Eight Performance Coach Development Centres will be established in conjunction with proven, accredited Elite Performance programmes

Sport England KPIs

* The number of qualified and currently active coaches and teachers delivering instruction within the sport

Critical Success Factors		2004 Figures	2005/6	2006/7	2007/8	2008/9
4.2.1	No. of coaches attending National Event camps	0	14	14	14	14
4.2.1	No. of coaches attending disability specific World Class camps	18	20	20	30	30
4.2.1	No. of coaches participating in the Disability Coach Vocational training programme	0	20	30	35	35
4.2.1	No. of Synchro' coaches on Smart Track	0	2	2	2	2
4.2.1	No. of coaches at High Performance level		1	2	4	4
4.2.2	No. of Performance Coach Development Centres (PCD)	0	4	6	8	8
4.2.2	No. of coaches attending PCD centres	0	48	72	84	84

Amateur Swimming Association Planning Guidelines 2005 -2009

Corporate Aim 4.3

To provide a well- planned and thorough preparation programme leading towards success at the Commonwealth Games

Corporate Objectives by the end of 2008/2009

4.3.1 There will be a group of swimmers in receipt of specific training and competition preparation in readiness for Commonwealth Games success

Sport England KPIs

* Performance of teams and/or individuals in significant international championships and world rankings

Critical Success Factors		2004 Figures	2005/6	2006/7	2007/8	2008/9
4.3.1	No. of WC funded swimmers in receipt of CG preparation	0	60	-	-	-
4.3.1	No. of non funded swimmers in receipt of CG preparation support	0	6	-	-	-
4.3.1	No. of WC funded divers in receipt of CG preparation	0	10	-	-	-
4.3.1	No. of WC funded disability swimmers in receipt of CG preparation	0	10	-	-	-
4.3.1	No. of non funded disability swimmers in receipt of CG preparation support	0	2	-	-	-
4.3.1	No. of non funded synchro' swimmers in receipt of CG preparation support	0	3	-	-	-
4.3.1	No. of non funded water polo players		15			

Amateur Swimming Association Planning Guidelines 2005 -2009

Section 5	Volunteering
Vision Statement	Swimming understands what motivates volunteers and will continue to develop the partnerships that enable the goals of the sport to be achieved

Corporate Aim 5.1

To provide an infrastructure that can attract and support a vibrant and effective volunteer workforce and build on and enhance their knowledge, skill and enthusiasm for the benefit of all aspects of the sport

Corporate Objectives by the end of 2008/2009

5.1.1 There will be 8,000 additional volunteers recruited throughout all levels of the sport to drive the Vision. There will be a network of Volunteer Co-ordinators made up of one Co-ordinator in each club and county plus a National Co-ordinator

Sport England KPIs

- * Increase in participation through NGB led activity
- * The number of active members of clubs within the sport
- * The number of qualified and currently active coaches and teachers delivering instruction within the sport
- * The number of active volunteers supporting the sport

Critical Success Factors		2004 Figures	2005/6	2006/7	2007/8	2008/9
5.1.1	Minimum additional volunteers, including trained technical officials		5,000	6,000	7,000	8,000
5.1.1	Clubs with a Volunteer Co-ordinator	100	350	553	700	800
5.1.1	Counties with a Volunteer Co-ordinator	6	14	20	26	33

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	5.1.1. Counties with a Disability Co-ordinator	0	14	20	26	33
	5.1.1. Counties with a Welfare Officer	0	33	33	33	33
	5.1.1. Clubs with a welfare officer		all clubs	all clubs	all clubs	all clubs
	5.1.1. National Volunteer Co-ordinator	0	1	1	1	1

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Corporate Aim 5.2

To establish a Workforce Planning Strategy for our volunteer workforce that maximises the opportunities available through organisations such as scUK, Skills Active and Learning and Skills Council

Corporate Objectives by the end of 2008/2009

- 5.2.1 The ASA will have a workforce strategy which reflects the training needs of the sport at National and Regional levels and maximises the opportunities available through external agencies
- 5.2.2 8,000 volunteers will have had access to training appropriate to their needs

Sport England KPIs

- * The number of active members of clubs within the sport
- * The number of qualified and currently active coaches and teachers delivering instruction within the sport
- * The number of active volunteers supporting the sport

Critical Success Factors		2004 Figures	2005/6	2006/7	2007/8	2008/9
5.2.1	National Workforce Planning Strategy	0	1	1	1	1
5.2.1	Regional Workforce Planning Strategies	0	4	5	8	8
5.2.2	Volunteers accessing training	0	2,000	4,000	6,000	8,000

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Corporate Aim 5.3

To demonstrate the degree to which we value our volunteers and the contribution they make to the development of the sport

Corporate Objectives by the end of 2008/2009

5.3.1 The ASA will have increased the number of Awards that are presented to volunteers at National, Regional and with other partners, at CSP level

Sport England KPIs

- * Increase in participation through NGB led activity
- * The number of active volunteers supporting the sport

Critical Success Factors		2004 Figures	2005/6	2006/7	2007/8	2008/9
5.3.1	National Awards / Rewards framework	0	1	1	1	1
5.3.1	No. of National level awards	6	6	6	6	6
5.3.1	No. of Regional level awards	5 (inc. Counties)	32	32	32	32
5.3.1	No. of ASA County level awards	0	132	132	132	132
5.3.1	No. of individual club awards	No figs	500	600	700	800

Amateur Swimming Association Planning Guidelines 2005 -2009

Section 6	Facilities
Vision Statement	<p>The provision of suitable and appropriate facilities for the needs of the sport is fundamental. There is a need to ensure the individual needs of the community and the different aquatic disciplines are addressed, including the need to ensure adequate training facilities and the facility requirements for major events.</p> <p>The National Facilities strategies will continue to provide much needed guidance material for the provision of adequate facilities for all aquatic disciplines.</p>

<p>Corporate Aim 6.1</p> <p>To work closely with local authorities, LEAs, HE, the Private sector, funding agencies and the Government to ensure that there is a comprehensive, affordable and hierarchical network of facilities developed to service the future demands of the community and the sport</p>
<p>Corporate Objectives by the end of 2008/2009</p> <p>6.1.1 There will be a network of pools consisting of a minimum of:</p> <ul style="list-style-type: none"> 26 x 50m pools – minimum of 2 in each region 53 x 25m 8 lane pools – minimum of 3 in each region 3 x 25m 10 lane pools – serving multi-regional areas – North, Midlands and South 8 x International standard diving facilities including synchronised diving 8 x Regional Diving Performance Centres with synchronised springboards and platforms to 5m – all at 3m width 8 x Regional Dry land centres specific for diving <p>In addition there will be a network of teaching and swimming pools throughout the country</p>
<p>Sport England KPIs</p> <ul style="list-style-type: none"> * Increase in participation through NGB led activity * The number of active members of clubs within the sport

Amateur Swimming Association Planning Guidelines 2005 -2009

Critical Success Factors		2004 Figures	2005/6	2006/7	2007/8	2008/9
6.1.1	50m pools	15	15	17	24	26
6.1.1	25m – 8 lane pools	34	36	37	44	53
6.1.1	25m – 10 lane pools	0	0	1	2	3
6.1.1	International Diving facilities	6	6	6	7	8
6.1.1	Regional Performance Diving Centres	4	4	6	7	8
6.1.1	Regional Dry Land Diving facilities	1	1	4	6	7

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Corporate Aim 6.2

To encourage those involved in the building of new facilities to ensure that they are designed in such a way that there are no barriers to access for religious, cultural,, financial or mobility reasons.

To continue to lobby for facilities to be affordable and to provide appropriate access for all programmes

Lobby to ensure that existing facilities are kept well maintained and up to date to service the needs of the sport

Corporate Objectives by the end of 2008/2009

6.2.1 There will be regularly updated swimming pool information notes, including design guidance, indicative costings and operational management, available to all facility providers and posted on the website

6.2.2 From 2006, national seminars will be held on an annual basis, to inform on best practice in terms of design and value for money; to ensure that by end 2008/9 national, regional and local facility strategies reflect the need for a minimum of 11 square metres of water per 1,000 population and that achievement of this should not be reliant on an increase in private sector build

Sport England KPIs

- * Increase in participation through NGB led activity
- * The number of active members of clubs within the sport

Critical Success Factors		2004 Figures	2005/6	2006/7	2007/8	2008/9
6.2.1	Guidance notes available		*			
6.2.2	No. of national seminars	0	0	1	1	1

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Section 7	International Influence
Vision Statement	The ASA acknowledges the significant role it plays in providing skilled and knowledgeable administrators who, where appropriate, can influence the sport at an international level

Corporate Aim 7.1

To provide a pathway for Technical Officials and Administrators to gain experience in the governance of the sport with a view to ensuring that at the British Swimming level, they are equipped to influence the development of the sport within Great Britain, the Commonwealth, LEN and FINA

Corporate Objectives by the end of 2008/2009

- 7.1.1 All positions for membership of Committees at County, Regional and National levels will be filled through open recruitment
- 7.1.2 A training and development programme will be in place which addresses the needs of volunteers on committees at County, Regional and National levels
- 7.1.3 A training and development programme will be in place which addresses the needs of technical officials involved/potentially involved in events at National, International and Commonwealth levels.

Sport England KPIs

- * The number of active members of clubs within the sport
- * The number of active volunteers supporting the sport

Critical Success Factors		2004 Figures	2005/6	2006/7	2007/8	2008/9
	7.1.1 Regions implementing ASA recruitment guidelines	0	4	6	8	8
	7.1.1 Counties implementing ASA recruitment guidelines	0	9	18	27	33

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7.1.2	Number of technical officials and administrators (one per County) on a training programme	0	5	8	16	20
7.1.2	Number of technical officials and administrators (one per region) attending major conferences/meetings	0	1	2	4	6
7.1.3	Number of technical officials identified by the ASA for International and Commonwealth events	0	2	3	4	4
7.1.3	Number of technical officials (all disciplines) benefiting from Technical Official Exchanges with LEN countries	0	12	12	12	12
7.1.3	Number of technical officials trained to officiate at Commonwealth Games	0	1	2	4	6

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Section 8	Equity and Ethics
Vision Statement	<p>Swimming believes in the principle of sports equity by working to recognise inequalities and taking positive action to overcome them.</p> <p>Swimming believes in the principle of fair play in all disciplines. Fair play includes ensuring that all those who take part adhere to the rules of the sport and participate on a level playing field</p> <p>Swimming's child protection policies and strategies will continue to strive to ensure that parents and carers view swimming as a sport where children and vulnerable adults are free from harm and where child protection is an integral part of the culture</p> <p>Swimming will strive to achieve a drugs free environment through a continuous education programme</p>

Corporate Aim 8.1

To ensure that swimming is accessible to everyone irrespective of age, gender, ethnicity, ability, faith and economic deprivation

Corporate Objectives by the end of 2008/2009

- 8.1.1 There will be 800 accredited Swim 21 clubs, 1 local swimming forum in every local authority and 45 Sports Partnerships Swimming Action Groups working to ensure that swimming is an affordable activity and that no-one is barred from participation
- 8.1.2 There will be 1,000 School to Club Links programmes providing access for all school children to quality Local Authority swimming programmes and for those with enthusiasm, entry into a local accredited club

Sport England KPIs

- * Increase in participation through NGB led activity
- * The number of active members of clubs within the sport

Amateur Swimming Association Planning Guidelines 2005 -2009

Critical Success Factors		2004 Figures	2005/6	2006/7	2007/8	2008/9
	8.1.1 Accredited Swim 21 Clubs	100	350	553	700	800
	8.1.1 County Sports Partnership Swimming Action Groups	32	45	45	45	45
	8.1.2 School/Swim 21 Club links	47	100	200	300	400

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Corporate Aim 8.2

To ensure appoint an Equity Manager to develop new strategies to change the imbalance of representation throughout the sport and to monitor progress

Corporate Objectives by the end of 2008/2009

- 8.2.1 All key committee members will be trained on equity, all clubs, counties and regions will be implementing equity policies and strategies
- 8.2.2 There will be Marketing and Media strategies at County, Regional and National levels which will encourage a diverse involvement and representation throughout the sport
- 8.2.3 There will be recruitment strategies at National, Regional, County levels to encourage the involvement of people from Black, Minority Ethnic groups (BME)
- 8.2.4 There will be a comprehensive, integrated Equity action plan being implemented across the ASA
- 8.2.5 All levels of the sport will have contributed to the Association's achievement of the Intermediate Level of the Equality Standards

Sport England KPIs

- * Increase in participation through NGB led activity
- * The number of active members of clubs within the sport
- * The number of qualified and currently active coaches and teachers delivering instruction within the sport
- * The number of active volunteers supporting the sport

Critical Success Factors		2004 Figures	2005/6	2006/7	2007/8	2008/9
8.2.1	Clubs implementing equity policies	100	500	600	700	800
8.2.1	ASA Counties implementing equity policies	0	18	22	28	33
8.2.1	ASA Regions implementing equity policies	0	4	6	8	8
8.2.2	National Marketing and Media strategy	0	1	1	1	1

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8.2.2	Regional Marketing and Media strategies	0	0	6	8	8
8.2.3	National Recruitment strategy to encourage involvement of people from BME groups	0	1	1	1	1
8.2.3	Regional Recruitment strategies to encourage involvement of people from BME groups	0	0	8	8	8
8.2.4	Equity Action Plan being implemented at National level	1	1	1	1	1
8.2.4	Regions implementing comprehensive ASA Action Plan	0	0	6	8	8
8.2.4	Counties implementing comprehensive ASA Action Plan	0	0	22	28	33
8.2.5	Achievement of the Intermediate Level of the Equality Standards					*

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Corporate Aim 8.3

To continue to train officials to ensure a fair and equitable standard of officiating

Corporate Objectives by the end of 2008/2009

8.3.1 The ASA will have trained an additional 25% in the number of officials to ensure continuity and an equitable standard of officiating and have a comprehensive CPD programme in place for officials and course presenters.

Sport England KPIs

- * Increase in participation through NGB led activity
- * The number of active members of clubs within the sport
- * The number of qualified and currently active coaches and teachers delivering instruction within the sport
- * The number of active volunteers supporting the sport

Critical Success Factors		2004 Figures	2005/6	2006/7	2007/8	2008/9
	8.3.1 Technical Officials trained (al disciplines)	8.342	1,000	1.300	1,700	2,100
	8.3.1 Officials registered for CPD training	No figs	830	1,245	1,650	2,500
	8.3.1 Annual monitoring system in place		*	*	*	*

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Corporate Aim 8.4

To develop best practice throughout the sport by ensuring that our recruitment and selection policies are transparent, published in advance, are fair and just and based on equal opportunities and that we have an appropriate appeals process

To ensure that everyone within the sport is aware of the ASA's code of ethics and that compliance is monitored on an annual basis

Corporate Objectives by the end of 2008/2009

8.4.1 All selection policies will be published a minimum of three months prior to the event and a sound appeals process will be in place

8.4.2 The ASA Code of Ethics will be published on an annual basis and a system for monitoring compliance on an annual basis will be in place

Sport England KPIs

- * The number of active members of clubs within the sport
- * The number of qualified and currently active coaches and teachers delivering instruction within the sport
- * The number of active volunteers supporting the sport

Critical Success Factors		2004 Figures	2005/6	2006/7	2007/8	2008/9
8.4.1	Selection policies published three months prior to the event with a sound appeals process		*	*	*	*
8.4.2	Annual publication of the Code of Ethics		*	*	*	*
8.4.3	Annual monitoring system in place		*	*	*	*

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Corporate Aim 8.5

To ensure that swimming is seen as a safe and friendly sport for all participants and that any concerns reported to the ASA are dealt with in an appropriate and timely manner

To ensure that child protection is an integral part of the culture at all levels of the sport

Corporate Objectives by the end of 2008/2009

8.5.1 Swimming will have achieved the Sport England Child Protection Charter

8.5.2 All ASA Regions, Counties and Swim 21 Clubs will have adopted and communicated the ASA's Child Protection Policy and have a code of conduct for working with children and young people

Sport England KPIs

Critical Success Factors		2004 Figures	2005/6	2006/7	2007/8	2008/9
8.5.1	Charter achieved by the ASA		*	*	*	*
8.5.2	Number of Regions adopted and communicating the ASA's Child Protection Policy and have a code of conduct		4	6	8	8
8.5.2	Number of Counties adopted and communicating the ASA's Child Protection Policy and have a code of conduct		18	22	28	33
8.5.2	Number of Clubs adopted and communicating the ASA's Child Protection Policy and have a code of conduct	100	350	553	700	800

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Corporate Aim 8.6

To ensure that competitive swimmers and their parents have access to and understand the significance of doping protocols and procedures

To sustain a testing procedure both in and out of competition and ensure that issues for concern are dealt with in a timely and just manner

Corporate Objectives by the end of 2008/2009

8.6.1 All registered competitors will receive up to date information on doping

8.6.2 Testing procedures in and out of competition are conducted in order to maintain adherence to UK, BOA, FINA protocols and Code of Ethics

Sport England KPIs

Critical Success Factors		2004 Figures	2005/6	2006/7	2007/8	2008/9
8.6.1	Skill Development Clubs providing up to date information on drugs to their competitive swimmers	59	170	260	322	368
8.6.1	Competitive Development Clubs providing up to date information on drugs to their competitive swimmers	10	50	85	105	120
8.6.1	Performance Clubs providing up to date information on drugs to their competitive swimmers	8	30	48	63	72

Amateur Swimming Association Planning Guidelines 2005 -2009

Section 9	Governance, Structures and Partnerships
Vision Statement	<p>Swimming has recognised the need for change to deliver its programmes effectively and will continue to source external funding</p> <p>Swimming recognises the importance of ensuring that our business activities are extended and that we follow best practice in corporate governance</p> <p>The combined efforts of the three Home Country Swimming Associations will contribute to the overall performance, strength and success of British Swimming; the ASA will provide the strategic leadership for swimming in England, connecting together the overall planning processes at National, Regional and County levels ensuring that all levels of the sport are working to clear operational plans that will drive the sport forward.</p> <p>Swimming's aims are pursued in close co-operation and collaboration with a number of partners including clubs, schools, local authorities , Further and Higher Education, government departments and the private and commercial sectors</p>

Corporate Aim 9.1

To ensure that all levels of the sport are operating effectively within a modernised infrastructure and with the appropriate tools

To have in place a Marketing, Promotion and Communication strategy that ensures swimming maintains a high profile both within and outside the sport

Corporate Objectives by the end of 2008/2009

- 9.1.1 There will be 8 new ASA Regions led by a Management Board and Management team with the skills, knowledge and resources to strategically drive the sport forwards in line with the ASA Corporate Plan
- 9.1.2 All members of Management Boards and professional staff at Regional and National level will be engaging in a rolling programme of training and development to ensure that the service they are providing keeps pace with the expectations of the sport
- 9.1.3 There will be a Marketing, Promotion and Communications Strategy which embraces the needs of the sport at national and regional levels
- 9.1.4 There will be a comprehensive extranet service providing clubs, regional offices, individual members and central office with shared data and information

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Sport England KPIs						
* Increase in participation through NGB led activity						
* The number of active members of clubs within the sport						
* The number of qualified and currently active coaches and teachers delivering instruction within the sport						
* The number of active volunteers supporting the sport						
Critical Success Factors		2004 Figures	2005/6	2006/7	2007/8	2008/9
9.1.1	Number of established Regions with elected Boards and paid management teams	0	8	8	8	8
9.1.2	Number of staff and volunteers involved in management training	16	8	16	24	30
9.1.3	National Marketing, Promotion and Communication strategy	1	1	1	1	1
9.1.3	Regional Marketing and Communication strategies	0	0	6	8	8
9.1.4	Extranet service to staff and key volunteers		*			
9.1.4	Extranet service to Regions and Committee members		*			
9.1.4	Extranet service to clubs			*		
9.1.4	Extranet service to all members			*		

* denotes introduction of service

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Corporate Aim 9.2

To ensure that business activities and processes at all levels of the sport will stand the test of internal and external scrutiny in line with the UK Sport report "Investing in Change." All those involved in the governance of the sport comply with the seven principles of public life: selflessness, openness, integrity, objectivity, accountability, honesty and leadership

Corporate Objectives by the end of 2008/2009

9.2.1 The Audit and Probity Committee will have reviewed business practices at National and Regional levels

9.2.2 All policies will be reviewed annually and all new ASA Committee and Regional Board members will undergo an induction on appointment

9.2.3 Undertake an annual submission of Sport England Assurance Statements and UK Sport Model Framework

Sport England KPIs

Critical Success Factors		2004 Figures	2005/6	2006/7	2007/8	2008/9
9.2.1	Review of ASA business practices	*	*	*	*	*
9.2.1	Review of ASA regional business practices	0	4	8	8	8
9.2.2	Review of ASA policies	*	*	*	*	*
9.2.2	ASA Induction programmes undertaken by all new members of ASA Committee	*	*	*	*	*
9.2.2	Number of regional induction programmes completed		6	8	8	8
9.2.3	Submission of Sport England Assurance Statements and UK Sport Model Framework	*	*	*	*	*

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Corporate Aim 9.3

To provide focus and direction for all levels of the sport through a clearly defined corporate plan, mirrored by Regional and County plans and a quality assured club accreditation programme which reflects the focus and direction of SE Regional plans and those of CSPs

To establish a network of strategic partnerships so that all levels of the sport can maximise support and resources

Corporate Objectives by the end of 2008/2009

- 9.3.1 There will be 8 Regional Plans and 35 County Plans that reflect the ASA's aims and objectives detailed in the Corporate Plan. By end 2008/9, 800 clubs will have in place an accredited action planning process.
- 9.3.2 All levels of the sport, at Club, County, Regional and National levels will be working within networks of strategic partnerships
- 9.3.3 45 Service Agreements (SLAs) between ASA Regions and individual CSPs will be in place
- 9.3.4 15% of local authorities implementing aquatic strategies

Sport England KPIs

Critical Success Factors	2004 Figures	2005/6	2006/7	2007/8	2008/9
9.3.1 National Corporate Plan in place		*	*	*	*
9.3.1 Regional plans in place		5	8	8	8
9.3.1 Counties with operational plans		8	16	25	35
9.3.1 Swim 21 Club Improvement plans in operation	100	350	553	700	800
9.3.2 Club strategic partnership networks (Local Swimming Forums)		76	120	180	240

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9.3.2	County ASA Strategic networks		39	44	44	45
9.3.2	Regional Strategic networks		5	8	8	8
9.3.3.	Number of Funding Agreements between sub regional partnerships, ASA Region and County Sports Partnerships		21	29	42	45
9.3.4	Percentage of local authorities implementing aquatic strategies	0	2	5	10	15

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Corporate Aim 9.4

To establish partnerships with the private sector to enable the ASA to increase the number of providers working to ASA standards, using ASA resources

Corporate Objectives by the end of 2008/2009

9.4.1 A minimum of four private sector providers will be using ASA qualifications, programmes and awards in their pools

9.4.2 A minimum of six Facility Management Companies will be using ASA qualifications, programmes and awards in their pools

Sport England KPIs

- * Increase in participation through NGB led activity
- * The number of active members of clubs within the sport

Critical Success Factors		2004 Figures	2005/6	2006/7	2007/8	2008/9
9.4.1	Number of Private sector providers utilising ASA resources		1	2	3	4
9.4.2	Number of Facility Management Contractors utilising ASA resources		3	4	5	6

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Corporate Aim 9.5

To enhance the ASA's income stream by extending our commercial activities and by attracting sponsors to support different segments of our sport

Corporate Objectives by the end of 2008/2009

9.5.1 Membership of the sport will have increased by 1%

9.5.2 There will be a standardised system for the collection of fees

9.5.3 The ASA's Education and Training resources will be utilised by 1,388 additional business partners

9.5.4 The number of sponsored ASA programmes / events will have increased by 300%

Sport England KPIs

* Increase in participation through NGB led activity

* The number of active members of clubs within the sport

* The number of qualified and currently active coaches and teachers delivering instruction within the sport

* The number of active volunteers supporting the sport

Critical Success Factors		2004 Figures	2005/6	2006/7	2007/8	2008/9
9.5.1	1% increase in membership year on year	188,500	1%	1%	1%	1%
9.5.2	Standardised system for collection of fees		2 pilots	8	8	8
9.5.3	Number of additional business partners utilising ASA Education and Training resources	1,452	1,725	2,075	2,445	2,840
9.5.4	% of sponsored ASA programmes	3	5	8	8	10

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Section 10	Monitoring and Evaluation
Vision Statement	The ASA recognises the need to establish clear lines of responsibility, accountability and reporting. It also appreciates the importance of building an evidence base to demonstrate its impact as a sport to its members

<p>Corporate Aim 10.1</p> <p>To ensure that the progress of athletes, coaches, teachers, officials and clubs can be tracked so that the implementation of development programmes continues to be effective.</p> <p>To put in place a system which can monitor and evaluate progress and achievement of programmes and initiatives delivered at ASA County, Regional, National levels and where appropriate CSP and local levels, in order to achieve Sport England and ASA KPIs</p>
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<p>Corporate Objectives by the end of 2008/2009</p> <p>10.1.1 There will be a centralised tracking system servicing Clubs, Counties, Regions and the sport at a national level</p> <p>10.1.2 All Counties, Regions and ASA HQ will be utilising a standardised monitoring and evaluation system</p>
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<p>Sport England KPIs</p> <ul style="list-style-type: none"> * Increase in participation through NGB led activity * The number of active members of clubs within the sport * The number of qualified and currently active coaches and teachers delivering instruction within the sport * The number of active volunteers supporting the sport
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Critical Success Factors		2004 Figures	2005/6	2006/7	2007/8	2008/9
	10.1.1 Tracking system at national level	*	*	*	*	*

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	<p>10.1.1 Tracking system utilised by Regions</p> <p>10.1.2 Monitoring and evaluation system utilised at national level</p> <p>10.1.2 Monitoring and evaluation system utilised at regional level</p>			<p align="center">3</p> <p align="center">*</p>	<p align="center">5</p> <p align="center">*</p> <p align="center">*</p>	<p align="center">8</p> <p align="center">*</p> <p align="center">*</p>
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