



ASA Strategic Plan

2013-
2017



Introduction

“In 2012 the Swimming in Britain Vision was redeveloped with the industry. It states that National Governing Bodies should provide the leadership and direction to ensure Swimming should remain the most popular sport in the UK”

In order to achieve this position in Britain, Swimming must actively ensure:

- Every child learns to swim
- More people swim regularly
- More medals on the world stage.

The ASA recognises it cannot deliver its 2013-17 strategy in isolation; success will be measured through the maintenance and development of existing partnerships in the Aquatics industry and identifying new partners for engagement up to and beyond 2017.

Six Strategic Objectives:

- 1 To increase the number of schools providing quality swimming in line with ASA guidelines as part of a local **learn to swim** network.
- 2 To maximise the effective use of available water space in England in order **to attract, retain and grow the number of people taking part in regular aquatics activities**.
- 3 To build, develop and maintain a **quality sustainable club infrastructure and network** that meets the needs of the community it serves.
- 4 To increase the **size and success of the English talent pool**.
- 5 To improve the skills and technical capabilities of the **aquatics workforce** and its ability to innovate.
- 6 To enhance the ASA's **leadership** of the swimming industry.

2017

Key Performance Indicators

- 1 55% of Schools providing school swimming in line with ASA school swimming recommendations
- 2 A net increase in overall participation in Swimming by 2017 of 110,000 participants
 - a) Increasing the number of adults (26+) participating in Swimming by 88,000
 - b) Increasing the number of 16-25 year olds participating in Swimming by 22,000
 - c) Increasing the number of disabled people regularly participating in Swimming by 15,500
- 3 84 Formal Club Networks
- 4
 - a) 6000 Increase in category 2 memberships
 - b) An Increase in the number of Quality Swimmers, measured by:
 - Synchronised Swimming** – minimum of 4 athletes from the England Talent Programme selected for GB junior team
 - Disability Swimming** – a minimum of 24 swimmers from the England Talent Programme Swimmers who achieve consideration standards for World Class Disability Swimming Programmes
 - Diving** – A minimum of 4 Divers from the England Talent Programme who progress onto world class podium potential programme
 - Swimming** – a minimum of 32 swimmers on the England Talent Programme who achieve the world class programme pool or open water consideration standards.
- 5 85% satisfaction survey of employers / clubs around the skills of their workforce
- 6 85% satisfaction survey of stakeholders around the leadership of the ASA

Key Successes and Outcomes 2009-13

British Gas England Talent Development Programme

In the last three years, the Talent Development Programme has delivered:

- The development of nine Beacon programmes
- The development of 14 high performance talent club programmes
- 400 athletes accessing AASE, resulting in 70% success rate
- 84 new swimmer disability classifications
- A 49% improvement in the number of English world ranked athletes, far exceeding the original target of 10%

Facilities

In the last three years the Facilities team, through its work with Clients, Local Authorities and Industry Partners has influenced the following:

- The saving of at least five pools from closure through funding and expertise support
- The supported 63 new sites with swimming pools
- Have invested whole sport plan funding of £1,033,00 across 32 projects which has given a total investment return of £7.8 m in partnership funding
- Upgraded and redeveloped 41 learner pools across the country
- Completion of three new and two refurbished Diving facilities
- Estimate that an additional 2 million people have benefited from various schemes that have received WSP funding

Marketing & Sponsorship

In the past three years the ASA has built strong working relationships with partners, including British Gas, Speedo and Kellogg's, giving us additional investment and access to their large customer bases. The ASA has organised and operated successful national campaigns including the Big Splash, in conjunction with the BBC, which:

- Delivered significant publicity for swimming in general - estimated £10m worth of coverage
- Galvanised the pool industry and delivered an enhanced offer to consumers
- Expanded our database marketing and CRM capability by over 50,000 people
- Provided a fantastic platform for our BBC partnership
- Boosted Swimathon to deliver its best ever year

Workforce Development

In the past three years the ASA has continued to design, develop, deliver and award various quality education and training programmes. The ASA is a unique Governing Body of Sport as it can provide a fully inclusive workforce package, informed by insight activity conducted with its direct customers and consumers. In summary, the ASA includes:

- An Ofqual recognised awarding organisation which over the past four years has certificated over 25,000 qualifications (coaching, teaching and instructing) and 20,000 CPDs
- A Grade 2 Ofsted inspected training provider – the Institute of Swimming (IoS) – delivering industry-wide education programmes inclusive of technical qualifications and apprenticeships
- Training for 6000 volunteers per year

The ASA is recognised by the National Skills Academy (NSA) as a Centre of Excellence training provider with a wide international influence. We have shared expertise and products with South Africa, Jordan and Ireland in the last 24 months and are developing innovative education programmes including e-learning capabilities, flexible course delivery and bespoke education programmes.

Customer/Partnership Relationships

In the past three years the ASA has continued to build strong relationships.

- Contractual relationships with over 1,500 pools including all of the major pool operators and core cities to purchase products and services from the ASA
- We have a further 1,500 pools where we have agreements to deliver education courses for the workforce
- Good relationships with industry partners such as Chief Leisure Officers Association (CLOA), SPORTA, Fitness Industry Association (FIA)
- Strong relationships with support partners such as the Youth Sport Trust (YST), sports coach UK (scUK), English Federation of Disability Sport (EFDS), SkillsActive and the Chartered Institute for the Management of Sport and Physical Activity (CIMSPA) and an emerging relationship with Street Games.

Learn to Swim

Swimming's vision includes the clear statement "every child learns to swim" this opportunity should be provided through a fully inclusive programme, regardless of age, ability or ethnicity.

The ASA's objective is to create a seamless pathway for children (0 – 13 years), through an effective network of delivery partners, from non swimmers to having the ability to swim competently.

Our objective is linked to that of the Government's - that every child should have the opportunity to learn to swim at primary school. A robust measure should be put in place to ensure that pupils can swim unaided for a sustained period of time, over a minimum distance, using a recognised stroke, which will contribute to them being safe in and around water. This should be achieved by the time they reach the end of Key Stage 2 (the end of primary school).

The ASA will monitor this by carrying out an annual School Swimming Census of KS2 attainment levels at primary school.

In order to deliver its objective the ASA must ensure that children and parents have access to:

- The appropriate learning environment
- An appropriate facility
- The appropriate workforce at each stage of the Learn to Swim programme
- Appropriate reward schemes
- Appropriate referral programmes from Learn to Swim

The responsibility for leading on the teaching of swimming, inclusive of all Aquatics, rests with the ASA. However in order to deliver its strategy, engagement must happen with the following key delivery partners:

- Pool operators
- Schools
- Swim schools
- ASA clubs

To support its partners the ASA will:

Provide leadership

Through:

- Appropriate research and market intelligence
- Maintaining the ongoing development of appropriate Learn to Swim / water safety programmes
- The provision of, development and ongoing sales of an awards scheme
- The recognition of quality Learn to Swim programmes
- Appropriate referral programmes between Learn to Swim partners, clubs and other Aquatic activities
- Lobbying of Government to raise the awareness of school swimming

Facility advice and support

Through:

- Improving access to a wider range of facilities to allow Learn to Swim programmes to be delivered
- Advice and guidance on refurbishments and new builds
- Advice and guidance on improving disabled access to swimming pools

Provide qualifications and training

Through:

Delivery of training and ongoing personal development programmes for:

- Assistant Swimming Teachers
- Swimming Teachers
- School Teachers

Provide support, advice and guidance regarding disability

Through:

- Delivery of Alpha Awards as part of the British Gas ASA Learn to Swim Framework
- Training for teachers on disability integration



More People Swimming

The ASA is committed to increasing the number of people swimming on a regular basis and will, over the next four year period, work with its customers to deliver a net increase in overall participation in Swimming.

Customers are critical to the success of the ASA's drive to address participation in Swimming. The relationship between the ASA and its customers may change over time and needs to be a collaboration that allows flexibility, yet still achieves the ultimate outcomes.

Importantly, the relationship needs to be informed by quality local insight to enable its customers to provide Swimming activities that satisfy the local market through effective pool programming. Furthermore, the ASA needs to work with its customers to ensure it can efficiently monitor any interventions - to understand the impact and to make any necessary changes to ensure its work can have the effect it strives for.

The ASA will work in partnership with customers and develop a 'core offer' of service that will satisfy consumers' needs and motivations. The ASA's core offer is a combination of solutions which involve:

Insight – understanding the local demographic, their needs and motivations

Facilities – providing expertise and guidance on all aspects of pool design, build and operational management. Ensuring financially sustainable facilities which meet the demands of the local community.

Pool programming – using the water space to best meet the needs of the local demographic

Workforce – developing a skilled and qualified workforce to provide a quality experience for consumers

Marketing – complementing interventions with appropriate and flexible marketing products.

To increase participation the ASA will:

- Focus its work so it can have maximum impact – young people aged 16-19, females aged 35+ and disabled people
- Target existing consumers who swim 'occasionally' (monthly) or who swim for less than 30 minutes, to swim more regularly and for longer
- Attract lapsed participants back to swimming by understanding their needs and working with customers to provide more appropriate swimming experiences in the future
- Invest in research and insight capabilities to develop new and innovative products and services to meet the needs of consumers and customers
- Work with customers on pool programming and opening times to meet the needs of consumers and build on existing customer relationships to ensure more water space is available to increase access to swimming opportunities
- Invest in its own business practices to ensure continuous monitoring and evaluation of designated work areas with our customers and consumers.
- Work with the sponsors to develop and deliver activation programmes which encourage increased participation.

The ASA will support its partners by:

1. Providing leadership in the development of insight led programme areas

- Learn and Improve – This will include interventions that support Young People and adult 'Learn to Swim' and 'Improver'
- Community Swimming – This will include formal aquatic activity that can range from after-school 'aquatic youth clubs', new 'community clubs', links to other aquatic activity such as surf-lifesaving, masters swimming, 'swimathons' and open water mass participation.
- Health and Wellbeing – This will focus on the use of swimming as a tool for health and wellbeing e.g. British Gas Swimfit, active workplaces

2. Improving customer relationships

The ASA works with a wide range of customers who own or operate pool facilities. These include Local Authorities, Trusts, Private / Commercial Operators, Schools, FE & HE Institutions, Hotels and Holiday Parks. In order to meet its outcomes the ASA needs to increase its sphere of influence with its customers. To do this it needs to:

- Increase the number of customers it engages with
- Develop formal partnership agreements with its customers

3. Development of local aquatic networks

- The ASA wants to work with its customers to coordinate their aquatic programming across a network of pools so that the needs of the local community can be met. Working with customers and partners within defined areas, this is likely to be a local authority, but not always. The ASA will undertake a business analysis of all of the available aquatic facilities in the area (including school and education establishments, commercial and other operators such as hotel and holiday parks, where appropriate).
- From this, a local aquatic strategy will be developed across the area with the aim of maximising pool usage. Where appropriate, this may lead to the opening up or the redevelopment of school pools. The ASA will prioritise those school pools within local aquatic networks to ensure that any investment will add additional capacity to the local area rather than just moving regular swimmers from existing pools.

4. Development of aquatic community clubs

- To ensure appropriate opportunities are available for 'semi formal' swimming, there is a need to develop 'New Clubs' – community clubs. These community clubs may include Satellite clubs, Aquatic Youth Clubs and Door Step Clubs.
- A community club offers organised aquatic opportunities on a regular basis, to meet the needs of the local community. This type of club does not participate in current ASA organised activities but has affiliated members.
- These new clubs need to link to existing clubs and others with Aquatic activity such as Triathlon and Surf-Lifesaving; creating a network of swimming clubs that provide activities appropriate to the consumers' needs. The ASA will look to increase the number of community clubs.

5. Increased disabled swimmer engagement

In order to retain and increase numbers, bespoke interventions will need to be implemented for each disability group. To do this the ASA will:

- Use existing programmes to meet the needs of disabled swimmers
- Adapt existing programmes so they are able to meet the needs of disabled swimmers
- Develop new programmes that are specific for disabled swimmers
- Work with the English Federation of Disability Sport to develop a 'Disability Facility Kite Mark'
- Offer structured taster 'aquatic sessions' so that disabled swimmers can be signposted to appropriate aquatic activities
- Work in partnership with other sports to deliver opportunities, maximise resources and increase involvement.

Clubs



The ASA is a multidiscipline NGB and encompasses the following:

- Swimming
- Diving
- Synchronised Swimming
- Disability Swimming
- Water Polo

The ASA is committed to supporting clubs within each discipline to develop as quality self-sustainable infrastructures, which serve the needs of its membership and local community with provision for talented athletes to reach the top of their game.

To deliver this, the ASA:

- Has developed a Club Strategy that will dovetail with the ASA Talent Programme and Volunteering strategies.
- Will recruit a team of Club Business Development Officers, who will work closely with networks of clubs to provide the support as outlined within the strategy.
- Will ensure that the Officers work alongside the Talent delivery staff, Aquatic Officers and local partners to ensure a seamless pathway from learn to swim programmes into Aquatic clubs and talent programmes.

Club Strategy

The key objectives within the Club strategy cover five core areas:

1. Developing a strong club infrastructure:

- To provide appropriate resource and support to clubs that allows them to become financially viable organisations, that engage more people with aquatics, and secure appropriate water time to meet the demands of their consumers needs.
- To support the club to provide a club aquatic offer that provides a clear retention pathway for all consumers, including those not wishing to follow the talent pathway programme.

2. Engaging new markets through partnership working and new opportunities:

- To support clubs to identify their target markets and adapt existing activity or introduce new offers that engages and retains participants.

- Ensuring learn to swim leavers continue to be engaged in aquatics through the club offer, ranging from 8 year olds to reintroducing youth and adult swimmers, or introducing new members to a club environment.

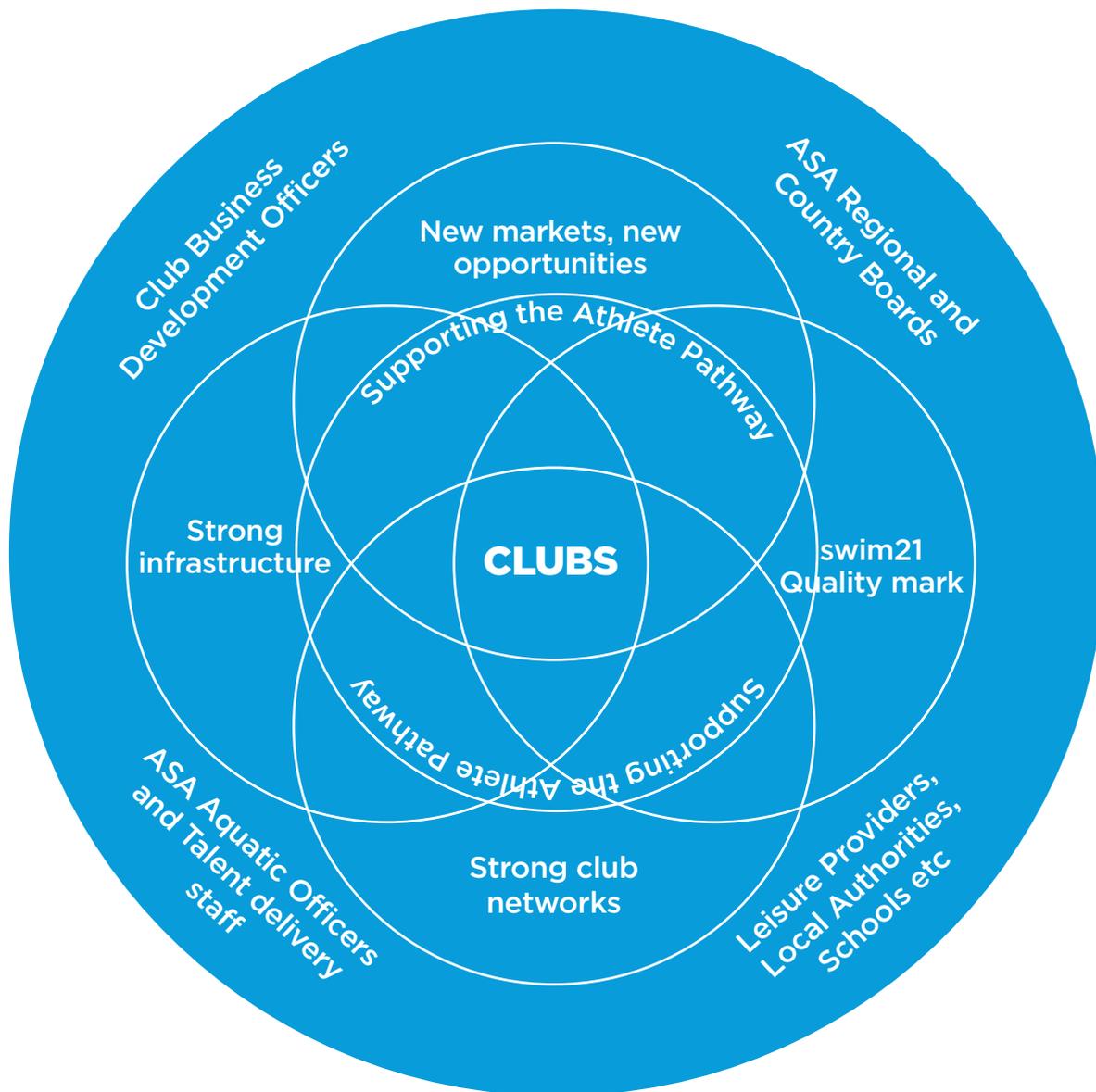
3. Swim21 as a Quality mark:

The ASA will revise the Club swim21 programme to ensure that:

- In line with the reviewed LTAD, swim21 supports the ASA's objectives to provide a clear and well defined swimmer pathway. Swim21 will encapsulate rising stars as well as those consumers who have reached their potential but do not wish to remain in the competitive structure.
- Roles and responsibilities are defined. Irrespective of an aquatic club's place and position in the network, all aquatic clubs will be required to identify their key role and responsibilities to assist with supporting the athlete through their athlete journey.
- It provides clubs with a robust kite mark, brand and development tool. As a minimum, 'swim21 Accreditation' will be achievable for all clubs to ensure that they are safe, effective and child friendly.
- Further modules will be built on this base level to recognise those clubs that are working with the ASA to develop their club whilst being part of an identified effective athlete pathway/ network.

4. Creation of strong club networks

- To support clubs to be a key strategic asset of Local Aquatic Networks (LAN); LAN's will have clear business agreements between all stakeholders, including operators, schools and deliverers of swimming. Clubs will sit at the heart of Local Aquatic Networks, ensuring that the athlete, coach and volunteer pathway is provided through local cooperation and provision.
- To develop and support best practices to share knowledge and experiences through Local Aquatic Networks, the various ASA agencies, partnerships, forums and structures to enhance aquatic provision and increase athlete, coach and volunteer recruitment, retention and progression

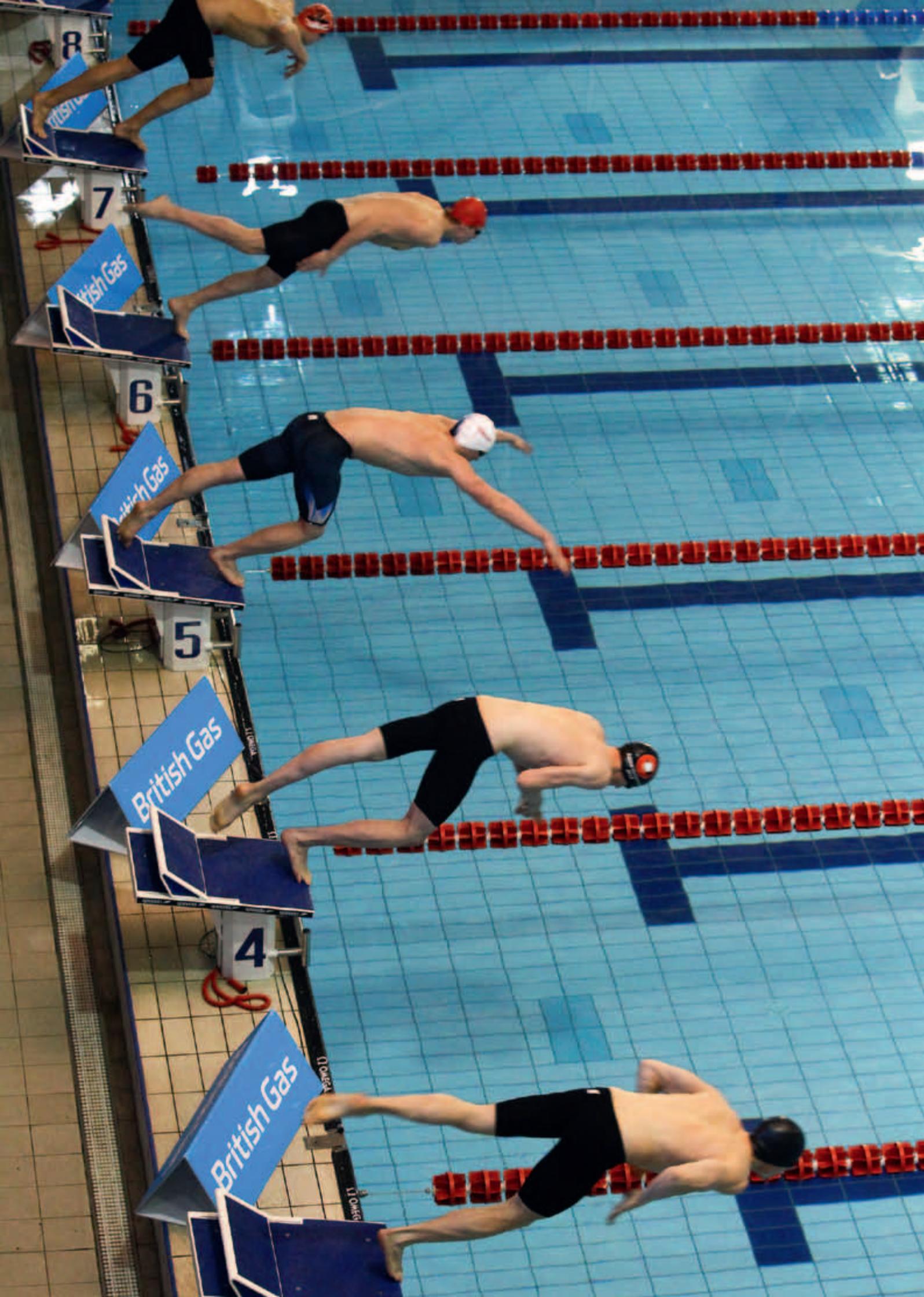


5. Creation of effective pathways for swimmers and coaches

- To create an effective, seamless two-way pathway for the swimmers in England, covering fundamental stages from Learn to Swim, into affiliated clubs, through to podium performances.
- This pathway is to provide aquatics with comprehensive coverage of quality assured delivery at every stage of athlete and coach development

- To ensure that swimmers have the opportunity to access the appropriate environment at every stage of development that meets their potential, needs and aspirations.
- Provide swimmers with access to the appropriate Competition Structure, at every stage of development.

The diagram above demonstrates the key objectives within the club strategy and the support that will be available to clubs to achieve this.



Talent



British Gas Talent Programmes

Swimming

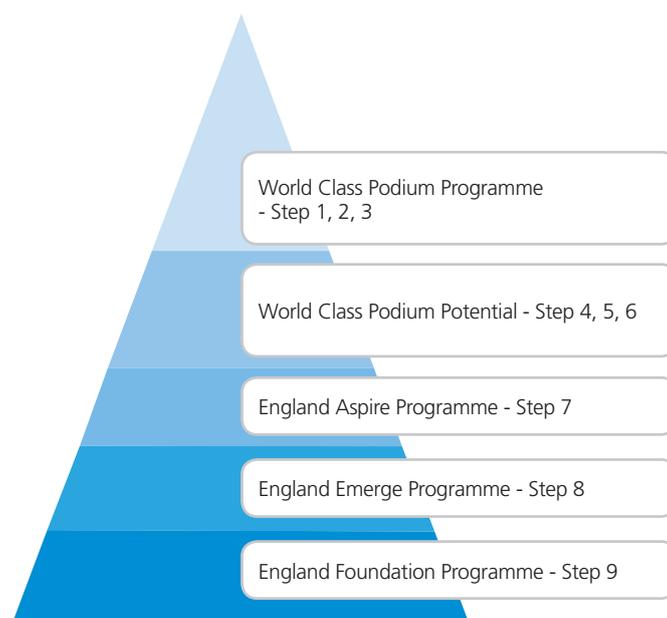
The British Gas Talent Programme is shaped by the aims, structure and protocols of British Swimming. This approach will ensure that alignment of the core initiatives delivered to athletes, coaches and support staff exists at all levels of the pathway in England. The overall outcome is to ensure there is an increased number of quality English swimmers that have the potential to perform internationally and progress on to the World Class Programme, maximising podium success.

The key aims for the British Gas Talent Programme 2013-2017 in England are to:

- Ensure the English programme is appropriately aligned with the World Class Programme to create effective pathways for swimmers, coaches and support staff.
- Ensure the objectives, syllabus and protocols for Talent Programme swimmers, coaches and support staff are aligned with the nine stage pathway skills matrix, with progression tracked through the World Class Pathway.
- Maximise the development of identified English swimmers and work with World Class to maintain and increase England’s contribution to the achievement of GB targets for the:
 - i. British Gas GBR Teams at senior and junior meets
 - ii. English Team at Commonwealth and Commonwealth Youth Games

The programme will operate three strands, aligned with Stages 7, 8 and 9 of the World Class pathway:

- 7 (Aspiring Programme)
- 8 (Emerging Programme)
- 9 (Foundation Programme)



The programme for each of the three strands will facilitate an appropriate exposure to education days, training camps, club visits and coach development opportunities. All training and educational activities will be designed and delivered in line with clear syllabus outcomes, designed and progressed in partnership with the GB Talent Directorate.

Synchronised Swimming

Over the next four years, High Performance and British Gas Talent programmes need to work collaboratively to implement a clear pathway to become a world class synchronised swimmer (following the Long Term Athlete Development Pathway).

New athletes at High Performance Centres (HPCs) will come from the Talent programme. The standards of these athletes will need to improve every year to match the Synchro GB rise in the world rankings. These athletes will need to be prepared technically and physically but also psychologically to join the HPC.

Three Talent programmes will remain in place: Junior National Team, Talent Satellite Athletes and Talent Teams. The British Gas Talent programmes will help build better knowledge of the athletes from a young age and help monitor and influence their progression before joining the HPC.

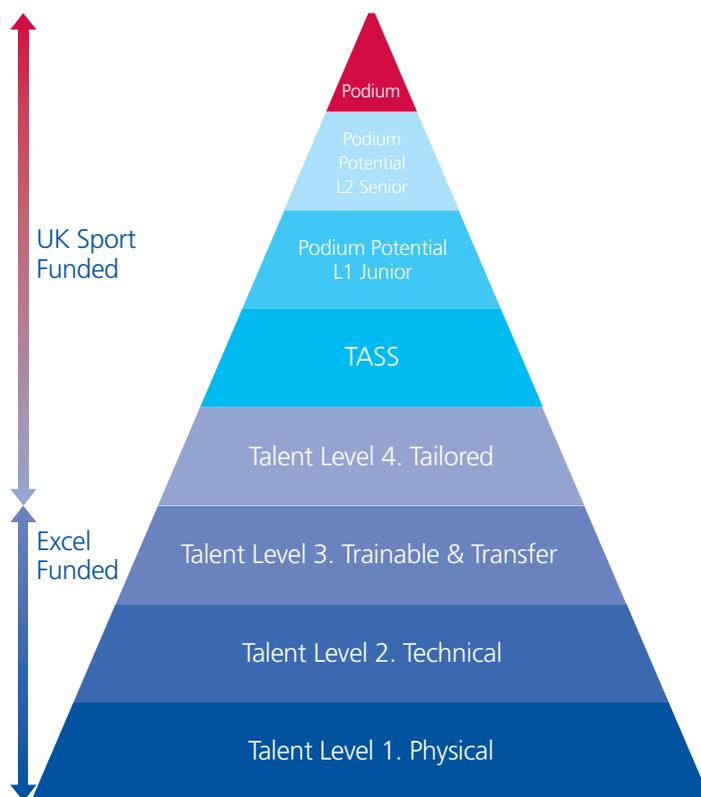
A lot of work will be done with the coaches of the six ASA Development Clubs to ensure they provide the right training to Talent athletes; therefore making sure provision is in line with the Senior National Team requirements and international standards.

The key aims for the British Gas Talent Programme 2013-17 in England are to:

- Apply the philosophy, standards and tools of the centralised HPC to the talent programme
- Increase training times to allow World Class development of 'identified talent' and set up an efficient follow up of the younger athletes to prepare them for the next level and to eventually integrate them successfully to the HPC
- Develop and supply training programmes and monitoring processes to the athletes and coaches to implement in clubs
- Provide opportunities for coach development

Diving

British Diving & Home Country Athlete Pathway



The aim over the next four years is to develop and deliver a four step Talent programme (Physical, Talented, Technical /Trainable and Tailored) that will give a clear progression route for all talented athletes that will ensure support and increase in the number of quality English divers that have the potential to perform internationally and progress on to the World Class Programme, maximising podium success.

The key strategic aims for the British Gas Talent Programme 2013-17 in England are:

To develop and deliver a four step Talent pathway that will give a clear progression route for all talented athletes:

- Step 1 - Physical
- Step 2 - Talented
- Step 3 - Technical / Trainable
- Step 4 - Tailored

Programme Structure

Step 1: Physical - Working with divers aged 8 to 11 years identified by the Talent Manager and coaches of the 10 talent clubs.

Step 2: Talented - Working with divers aged 9 to 12 years assessed by the Talent Manager.

Step 3: Technical & Trainable - Divers aged 10 -13 years who have proven physical and technical competencies that have been tracked on a quarterly basis for two years as a minimum.

Step 4: Tailored - This step will identify areas of development in the daily training environment or support for the family to maximise performance and trainability. The tailored programme for talent is the transition programme from talent to WC Podium Potential. Divers will be assessed in international competition before nomination to Podium Potential.

Water Polo

Over the next four years, the World Class and British Gas Talent Programme will work closely together to implement a clear pathway for athletes in line with Long Term Athlete Development (LTAD), and to create an effective system of developing world class athletes that will ensure there is an increased number of quality Water Polo players that have the potential to perform internationally and progress on to the World Class Programme, maximising podium success.

This can only be achieved through a focus on four key areas:

1. Talent High Performance centre
2. Development of performance clubs
3. Competition System
4. Coach Education

The key strategic aims for the British Gas Talent Programme 2013-17 in England are:

- To provide high quality leadership via World Class head coaches
- To provide a comprehensive and targeted competitive programme for all age groups to underpin development
- To provide a comprehensive coach development and mentoring programme

Disability Talent Programme

The past three years has seen successful implementation of the playground to podium framework which has enabled the assessment, through County Athlete Assessment Days (CAADS) of 900+ swimmers who have experienced the opportunity to get involved in Swimming through clubs, Learn to Swim and recreational pathways.

Whilst the playground to podium framework attempted to deliver across the whole pathway evidence collated indicates that although successes have been evident the ASA needs to improve on:

- Swimmer identification
- Initial support to assist the transition into regular activity
- Development of sessions and clubs
- Development of potentially talented athletes through the provision of individual support, classification and camps
- The competitive programmes that adhere with athlete development.
- Coach education and mentoring

With the overall outcome to increase the number of quality English Disability swimmers that have the potential to perform internationally and progress on to the World Class Programme, maximising podium success.

Aims

- Apply the philosophy, standards and tools of the centralised HPC to the three British Gas Talent programmes
- Increase training times to allow World Class development of 'identified talent' and set up an efficient follow up of the younger athletes to prepare them for the next level and to eventually integrate them successfully to the HPC
- Develop and supply training programmes and monitoring processes to the athletes and club coaches to implement while in clubs
- Provide increased opportunities for coach development.



Workforce

The ASA needs to ensure the growth and development of the volunteer workforce remains constant, increasing in parallel with the rate of growth of the sport whilst ensuring those involved feel valued.

External factors such as time, increasing demands, expectations and imposed red tape are emerging and therefore contribute to a plateau in the uptake of volunteering.

Focusing on ensuring each volunteer is appropriately trained, deployed, rewarded and recognised will inevitably lead to a greater retention of a high performing workforce that feel extremely valued.

The ASA's aim is to develop, support and retain a creative, dynamic and innovative volunteer workforce culture. In order to do this, the ASA needs to enhance its relationship with its volunteers to ensure each volunteer has the opportunity to be:

- Recruited
- Trained
- Deployed
- Rewarded
- Retained

The key strategic aims for the Volunteer Programme 2013-2017 in England are to:

- Reduce participation barriers to help clubs recruit volunteers
- Create a localised network of volunteers to embed ongoing opportunities
- Ensure that the provision of role specific training is more accessible for volunteers
- Enhance the benefits of volunteering in swimming by establishing a process to formally recognise the skills developed through volunteering
- Utilise the volunteer pathway as a mechanism to retain participants after they retire thus increasing the number of 11- 25 year olds actively volunteering, and remaining in the sport
- Develop national and regional partnerships with the National Council for Voluntary Organisations to provide expertise in recruiting and retaining volunteers, across a range of areas which will enhance ongoing support.



Workforce Development

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The ASA is recognised by the National Skills Academy (NSA) as a Centre of Excellence training provider with a wide international influence. The ASA shares expertise and products with South Africa, Jordan and Ireland in the last 24 months and are developing innovative education programmes including e-learning capabilities, flexible course delivery and bespoke education programmes.

The ASA is committed to delivering the outcomes of the SPELG report (Sport and Physical Activity Employers Leadership Group) which states that they wish to have:

- One qualification system for the industry
- A single quality system for delivery
- Employees to have training plans linked to the active passport.

The key strategic aims for the Workforce Development Programme 2013-17 in England are to:

- Develop new and improve existing packages of education and training in line with the one qualification system
- Work with the appropriate agencies to develop a single registration system (linked to the active passport) to allow recognition of training and the development of employee training plans
- Work with employers to undertake an organisational training needs analysis / individual training needs analysis that meets the strategic needs of the employer, which is then delivered by the IoS and accredited by the ASA Awarding Body
- Continue to invest into its delivery resources and workforce (i.e. tutors, verifiers and e-learning)
- Expand its training (courses / CPDs / Apprenticeships) across all areas of the leisure workforce.

Leadership



Marketing & Sponsorship

Over the next four year cycle there will be an emphasis on ensuring that there is early marketing input into product development. Major marketing campaigns will also be developed to ensure that they are targeted and focused, whilst also achieving the level of exposure required in order to help achieve our participation targets (taking into consideration a natural drop out).

The key strategic aims for marketing during 2013-17 in England are:

- To use marketing and communications to support the main programmes within the ASA strategy
- To develop and implement campaigns to support key products within the main programmes
- To lead national campaigns and work closely with the pools to deliver local marketing
- To enhance the ASA brand to ensure it is seen as the industry standard and the trusted authority in Aquatics
- To focus resources on key audiences. Although swimming has broad appeal the ASA will ensure campaigns are focused for maximum impact
- To continue to develop our successful marketing database which currently reaches over 400,000 contacts.

Facilities

The ASA working in partnership with Sport England seek to achieve the development of a strategic network of accessible and financially sustainable pools across England. We aim to give advice and guidance to Local Authorities and other pool providers to achieve well designed and managed pools catering for demand across the development continuum of swimming, ensuring pools are:

- Widely available to the community throughout the year and not restricted through exclusive membership or pricing policies
- Sited in locations convenient for users and easily accessible to the whole community
- Well designed and constructed to a high standard of materials
- Designed to accommodate effective programming
- Sustainable; being responsive to environmental issues
- Cost efficient in design and operation.

The Facilities team will work in the areas where targeted investment has been identified in order to further grow participation and improve talent. We will work closely with pool owners in the development of their projects to apply for capital funding and will assist Sport England to make strategic decisions with the awarding of capital grants. This will ensure that we are able to guide the direction of our pool development strategy and give the best possible outcome for increasing participation and the development of the sport.

Governance Structures & Partnerships

Underpinning Principles

This section addresses the core values, which underpins the ASA strategy. The main areas are:

Environmental Impact

- Maintain our certification for BS8555 Environmental Management System
- To minimise any adverse impact on the environment by identifying hazards and implementing preventative measures
- Preventing pollution, reducing waste and ensuring, wherever practicable, that measures are implemented to protect and preserve natural habitats, flora and fauna whilst taking into account the effects operations may have on the local community
- Promoting environmental awareness to suppliers, contractors and partners through the implementation of appropriate operational procedures
- Seeking to work in partnership with the community by behaving in a considerate and socially responsible manner
- Ensuring effective and expedient incident control, investigation and reporting.

Governance

Ensure all levels of the sport are operating effectively within a modernised infrastructure. All business activities and processes must stand the test of internal and external scrutiny. Therefore those involved in the sport's governance must comply with the seven principles of public life: selflessness, openness, integrity, objectivity, accountability, honesty and leadership.

Sustainable Finance

Enhance and increase income streams by extending the ASA commercial activities and through attracting and retaining sponsors and partners to support different activities within the sport. The ASA intends to influence design teams to incorporate the latest energy saving technologies into new projects.

The ASA will continue to develop relationships with Government departments, national organisations and other national governing bodies to maximise its objectives.

Equality

The ASA is committed to tackling discrimination and promoting equality. In designing this Strategy the ASA has been mindful of its commitment to promote equality. In achieving the Intermediate level of the Equality Standard for sport, the ASA has genuinely demonstrated its commitment to equality and, in developing this Strategy, it has sought to fulfil this commitment and build upon it to achieve the Advanced level of the Equality Standards by 2017.

The ASA believes in the principle of sports equality and will work to recognise inequalities and take positive action to overcome them.

The ASA will work to ensure a safe and encouraging environment in which children and young people have opportunities to gain enjoyment from the sport.

All those involved in the sport should comply with principles of fair play to ensure all participants develop moral virtues, dedication, integrity, courage and fairness.

What we value

Core Values

Core values shape the culture of the Organisation, how we work together and how we communicate. They draw on and promote our strengths and each supports the other. Our core values – innovation, opportunity and trust - define our character and guide how we act and treat others.

Innovation

Openness to ideas and different ways of thinking, prepared to be challenged, to share ideas, displaying determination and drive. We believe this value also conveys the desire to improve, never settling for 'good enough', and believing that change can bring benefits and that everyone can play their part.

Opportunity

A commitment to create and to grasp opportunities, recognising chances for development and learning, for new experiences, partnerships and success both for ourselves and others. Not being afraid to try and for an organisation to recognise the importance of creating opportunities for those working with and for the organisation and signals a commitment to support.

Openness

Openness is a two-way process: it involves sharing and collaboration. This value is fundamental to us. Openness brings with it responsibility and certain expectations; it calls for free and open communication with others. If people can be open they feel valued and want to contribute to the success of the Organisation.

2013-2017



Contact the ASA

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