

## British Swimming Corporate Plan 2005 -2009

<b>Section 1</b>	<b>Athlete Development – All Disciplines</b>
<b>Vision Statement</b>	The development of swimmers to their full individual potential is an important factor and we will achieve this by ensuring that all swimmers have the right environment at each stage of their career

**Corporate Aim 1.1**

To ensure there are sufficient coaches with the right skills at all levels, and particularly at the elite level, accessing a comprehensive coach education programme linked to the UKCC

- Corporate Objectives by the end of 2008/2009**
- 1.1.1 There will be 15 British Swimming Coaches participating in the British Swimming’s Select Coaches Programme
  - 1.1.2 There will 2 British Swimming Coaches participating in the UK Sport Elite Coach Scheme
  - 1.1.3 There will be 6 British Diving Coaches participating in the British Swimming’s Diving Select Coaches Programme
  - 1.1.4 There will be 1 British Swimming Diving Coach participating in the UK Sport Elite Coach Scheme
  - 1.1.5 There will be 40 British Disability Swimming Coaches participating in the British Swimming’s Disability Swimming Coach Vocational Package
  - 1.1.6 There will be 3 British Synchronised Swimming Coaches participating in the British Swimming’s Synchronised Swimming Select Coaches Programme
  - 1.1.7 There will be 6 British Water Polo Coaches participating in the British Water Polo’s Select Coaches Programme
  - 1.1.8 There will be one Coach Education Manager co-ordinating the Coach Education Programme

<b>Critical Success Factors</b>		<b>Current</b>	<b>2005/6</b>	<b>2006/7</b>	<b>2007/8</b>	<b>2008/9</b>
1.1.1	Qualified Coaches on British Swimming’s Select Coaches Programme	1	15	15	15	15
1.1.2	Qualified Swimming Coaches on UK Sport Elite Coach Scheme	0	2	2	2	2

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	1.1.3	Qualified Coaches on British Swimming's Diving Select Coaches Programme	1	3	4	5	6
	1.1.4	Qualified Diving Coaches on UK Sport	0	1	1	1	1
	1.1.5	Qualified Coaches on British Swimming's Disability Swimming Coach Vocational Package	12	20	30	35	40
	1.1.6	Qualified Coaches on British Swimming's Synchronised Swimming Select Coaches Programme	0	1	1	2	3
	1.1.7	Qualified Coaches on British Swimming's Water Polo Select Coaches Programme	0	1	1	5	6
	1.1.8	Coach Education Manager	1	1	1	1	1
<b>Responsibility</b>	1.1.1	National Performance Director Swimming / Coach Education Manager					
	1.1.2	National Performance Director Swimming / Coach Education Manager					
	1.1.3	National Performance Director Diving / Coach Education Manager					
	1.1.4	National Performance Director Diving / Coach Education Manager					
	1.1.5	Director of Disability Swimming / Coach Education Manager					
	1.1.6	Director of Synchronised Swimming / Coach Education Manager					
	1.1.7	National Performance Director Water Polo / Coach Education Manager					
	1.1.8	Coach Education Manager					
<b>Partners</b>		Coach Mentors					
		UK Sport					
		Sports Coach UK					
		Skills Active					

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<b>Section 2</b>	<b>Excellence - Swimming</b>
<b>Vision Statement</b>	Swimming remains focussed on the achievement of success at Olympic and Paralympic level

**Corporate Aim 2.1**

To ensure all swimmers who have the talent and potential to achieve at the highest level receives appropriate support.

**Corporate Objectives by the end of 2008/2009**

2.1.1 There will be a comprehensive co-ordinated World Class and Senior Athlete Swimming programme with a GB directed youth programme based on the principles of the LTAD ensuring that there are 120 athletes featuring in the World Top 25 – 2 per nation.

2.1.2 There will be a comprehensive National Competition Framework, complementary to the world calendar, which provides selection opportunities for World and European events and provides staged competition opportunities leading into major events based on the overall performance plan.

<b>Critical Success Factors</b>		<b>Current</b>	<b>2005/6</b>	<b>2006/7</b>	<b>2007/8</b>	<b>2008/9</b>
2.1.1.1	Swimmers on High Performance programme – World Top 25 – 2 per nation	48	60	60	80	120
2.1.1.2	Swimmers on Senior programme	18	20	20	20	20
2.1.1.3	Coaches prepared to be challenged attending World Class training camps	30	40	40	50	50
2.1.1.4	National Performance Centres / University based programmes	2	2	3	4	6
2.1.1.5	World Class Off-shore training centres	1	2	2	2	2
2.1.2.1	National Competition Framework	1	1	1	1	1

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<b>Responsibility</b>	2.1.1.1 National Performance Director – Swimming 2.1.1.2 GB National Head Coach 2.1.1.3 World Class Programme Director of Coaching 2.1.1.4 National Performance Director – Swimming / High Performance Centre Head Coaches 2.1.1.5 National Performance Director – Swimming / Head Coach Off-shore Centre 2.1.2.1 National Performance Director – Swimming / Great Britain Technical Swimming Committee / National Events Department
<b>Partners</b>	UK Sport BOA Home Country Sports Institutes Universities TASS

## British Swimming Corporate Plan 2005 -2009

<b>Section 3</b>	<b>Excellence - Diving</b>
<b>Vision Statement</b>	Swimming remains focussed on the achievement of success at Olympic and Paralympic level

<p><b>Corporate Aim 3.1</b></p> <p>To ensure all divers who have the talent and potential to achieve at the highest level receives appropriate support</p>
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<p><b>Corporate Objectives by the end of 2008/2009</b></p> <p>3.1.1 There will be a comprehensive co-ordinated World Class diving programme with a GB directed youth programme based on the principles of the LTAD ensuring that there are 3 male divers ranked in the World Top 10 and 2 female divers ranked in the World top 8 and both men and women synchronised teams ranked in the World Top 7.</p> <p>3.1.2 There will be a comprehensive National Competition Framework, complementary to the world calendar, which provides selection opportunities for World and European events and provides staged competition opportunities leading into major events based on the overall performance plan.</p>
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<b>Critical Success Factors</b>		Current	2005/6	2006/7	2007/8	2008/9
	3.1.1.1 Divers on High Performance programme	10	10	12	12	10
	3.1.1.2 Divers on Youth programme	16	16	18	20	20
	3.1.1.3 Coaches prepared to be challenged attending World Class training camps	10	12	15	15	20
	3.1.1.4 High Performance Diving Programmes	3	3	3	4	5
	3.1.2.1 National Competition Framework	0	1	1	1	1

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<b>Responsibility</b>	3.1.1.1 National Performance Director – Diving 3.1.1.2 Potential Director – Diving 3.1.1.3 National Performance Director - Diving 3.1.1.4 National Performance Director – Diving / High Performance Centre Coaches 3.1.2.1 National Performance Director – Diving / Great Britain Technical Diving Committee / National Events Department
<b>Partners</b>	UK Sport BOA Home Country Sports Institutes TASS

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<b>Section 4</b>	<b>Excellence – Disability Swimming</b>
<b>Vision Statement</b>	Swimming remains focussed on the achievement of success at Olympic and Paralympic level

**Corporate Aim 4.1**

To ensure all swimmers who have the talent and potential to achieve at the highest level receives appropriate support

**Corporate Objectives by the end of 2008/2009**

4.1.1 There will be a comprehensive co-ordinated World Class disability swimming programme with a GB directed youth programme based on the principles of the LTAD ensuring that there are 50 disability swimmers ranked in the top 20 World rankings

4.1.2 There will be a comprehensive National Competition Framework, complementary to the world calendar, which is both disability specific and linked to the able bodied programme where appropriate, which provides selection opportunities for World events and provides staged competition opportunities leading into major events based on the overall performance plan.

<b>Critical Success Factors</b>		Current	2005/6	2006/7	2007/8	2008/9
4.1.1.1	Swimmers on Senior High Performance programme	30	30	35	35	40
4.1.1.2	Swimmers on Youth programme	24	30	35	35	40
4.1.1.3	Coaches prepared to be challenged attending World Class training camps	18	20	20	30	30
4.1.1.4	High Performance Disability Programmes / University based programmes	3	2	3	3	3
4.1.2.1	National Competition Framework	0	1	1	1	1

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<b>Responsibility</b>	4.1.1.1. National Performance Director of Disability Swimming / GB Head Coach 4.1.1.2 National Performance Director of Disability Swimming / GB Head Coach / Coaching Co-ordinators 4.1.1.3 National Performance Director of Disability Swimming 4.1.1.4 National Performance Director of Disability Swimming / High Performance Centre Coaches 4.1.2.1 National Performance Director of Disability Swimming / Great Britain Technical Disability Swimming Committee / National Events Department
<b>Partners</b>	UK Sport BPA IPC Home Country Sports Institutes

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<b>Section 5</b>	<b>Excellence – Synchronised Swimming</b>
<b>Vision Statement</b>	Swimming remains focussed on the achievement of success at Olympic and Paralympic level

**Corporate Aim 5.1**

To ensure all swimmers who have the talent and potential to achieve at the highest level receives appropriate support.

**Corporate Objectives by the end of 2008/2009**

5.1.1 There will be a comprehensive co-ordinated elite Synchronised Swimming programme with a GB directed youth programme based on the principles of the LTAD ensuring that the Senior Duet is ranked top 16 in the World, the Junior Duet is ranked top 12 in the World and that England achieved a silver medal in the 2006 Commonwealth Games.

5.1.2 There will be a comprehensive National Competition Framework, complementary to the world calendar, which provides selection opportunities for World and European events and provides staged competition and training opportunities leading into major events based on the overall performance plan.

<b>Critical Success Factors</b>		<b>Current</b>	<b>2005/6</b>	<b>2006/7</b>	<b>2007/8</b>	<b>2008/9</b>
5.1.1.1	Swimmers on the Senior Elite Duet programme	3	5	5	6	6
5.1.1.2	Swimmers on the Junior Elite programme	3	3	4	5	6
5.1.1.3	Swimmers on the Youth Duet programme	3	3	4	5	6
5.1.1.4	Coaches prepared to be challenged attending elite training camps	2	3	4	5	6
5.1.2.1	National Competition Framework	1	1	1	1	1

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<b>Responsibility</b>	5.1.1.1 Director of Synchronised Swimming 5.1.1.2 Director of Synchronised Swimming / Junior Coach 5.1.1.3 Director of Synchronised Swimming / Head Coach 5.1.1.4 Director of Synchronised Swimming 5.1.2.1 Director of Synchronised Swimming / Great Britain Technical Synchronised Swimming Committee / National Events Department
<b>Partners</b>	UK Sport BOA Home Country Sports Institutes

## British Swimming Corporate Plan 2005 -2009

<b>Section 6</b>	<b>Excellence – Water Polo</b>
<b>Vision Statement</b>	Swimming remains focussed on the achievement of success at Olympic and Paralympic level

**Corporate Aim 6.1**

To ensure all players who have the talent and potential to achieve at the highest level receives appropriate support.

**Corporate Objectives by the end of 2008/2009**

6.1.1. There will be comprehensive co-ordinated elite Water Polo programme with a GB directed junior programme based on the principles of the LTAD ensuring that the Senior women are ranked top 10 in Europe, the Junior women are ranked top 8 in Europe and the Junior men are ranked top 12 in Europe.

6.1.2 There will be a comprehensive National Competition Framework, complementary to the world calendar, which provides selection opportunities for World and European events and provides staged competition and training opportunities leading into major events based on the overall performance plan.

<b>Critical Success Factors</b>		Current	2005/6	2006/7	2007/8	2008/9
6.1.1.1	Players on the Senior Women’s training programme	4	8	12	16	20
6.1.1.2	Players on the Junior Women’s training programme	3	6	10	12	15
6.1.1.3	Players on the Junior Men’s training programme	3	4	6	10	15
6.1.1.4	High Performance Centres	1	1	1	1	1
6.1.1.5	Coaches prepared to be challenged attending elite training camps	4	4	6	8	10
6.1.2.1	National Competition Framework	1	1	1	1	1

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<b>Responsibility</b>	<p>6.1.1.1 National Performance Director – Water Polo / Senior Women’s Head Coach</p> <p>6.1.1.2 National Performance Director – Water Polo / Junior Women’s Head Coach</p> <p>6.1.1.3 National Performance Director – Water Polo / Junior Men’s Head Coach</p> <p>6.1.1.4 National Performance Director – Water Polo</p> <p>6.1.1.5 National Performance Director – Water Polo</p> <p>6.1.2.1 National Performance Director – Water Polo / Great Britain Technical Water Polo Committee / National Events Department</p>
<b>Partners</b>	<p>UK Sport</p> <p>Home Country Sports Institutes</p> <p>Local Authorities</p> <p>Universities</p>

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<b>Section 7</b>	<b>Excellence – Open Water</b>
<b>Vision Statement</b>	Swimming remains focussed on the achievement of success at Olympic and Paralympic level

**Corporate Aim 7.1**

To ensure all swimmers who have the talent and potential to achieve at the highest level receives appropriate support.

**Corporate Objectives by the end of 2008/2009**

7.1.1 There will be comprehensive co-ordinated elite Open Water Swimming programme with a GB directed youth programme based on the principles of the LTAD ensuring that 2 medals at European level and 2 medals at World Championships will be achieved.

7.1.2 There will be a comprehensive National Competition Framework, complementary to the world calendar which provides selection opportunities for World and European events and provides staged competition opportunities leading into major events based on the overall performance plan.

<b>Critical Success Factors</b>		Current	2005/6	2006/7	2007/8	2008/9
7.1.1.1	Swimmers on the Senior elite programme	4	4	6	6	8
7.1.1.2	Swimmers on the Age programme	3	6	6	8	10
7.1.2.1	National Competition Framework	0	1	1	1	1

<b>Responsibility</b>	7.1.1.1	GB Technical Open Water Committee / Head Coach
	7.1.1.2	GB Technical Open Water Committee / Head Coach
	7.1.2.1	Great Britain Technical Open Water Committee / Head Coach / National Events Department

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<b>Partners</b>	UK Sport Elite Swimming Distance Swimming Programmes
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<b>Section 8</b>	<b>Facilities</b>
<b>Vision Statement</b>	<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><b>Corporate Aim 8.1</b></p> <p>Through the Home Counties, to work closely with local authorities, pool operators, funding agencies, universities and the Government to ensure that there is adequate affordable and appropriate access to a network of strategically located competition and training venues to satisfy the demands of the elite athletes.</p>
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<p><b>Corporate Objectives by the end of 2008/2009</b></p> <p>8.1.1 There will be a network of training and competition pools consisting of a minimum of 34 x 50m pools, 63 x 25m pools and 8 diving facilities.</p>
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<b>Critical Success Factors</b>		<b>Current</b>	<b>2005/6</b>	<b>2006/7</b>	<b>2007/8</b>	<b>2008/9</b>
8.1.1.1	50m pools	20	21	22	31	34
8.1.1.2	25m x 8 lane pools	35	37	40	49	63
8.1.1.3	International standard diving facilities	7	7	7	8	8

<b>Responsibility</b>	8.1.1.1	Facilities Officer to influence through Facilities Strategy and liaison with partners
	8.1.1.2	Facilities Officer to influence through Facilities Strategy and liaison with partners
	8.1.1.3	Facilities Officer to influence through Facilities Strategy and liaison with partners

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<b>Partners</b>	UK Sport Home Country Sports Councils Universities Architects Local Authorities Pool Operators
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<b>Section 9</b>	<b>International Influence</b>
<b>Vision Statement</b>	Swimming is an Olympic, Paralympic and Commonwealth sport with 170 nations competing throughout the world. Great Britain seeks to exercise influence by representation at World and European level through a programme that promotes, supports and develops international representatives on European and World bodies.

<p><b>Corporate Aim 9.1</b></p> <p>To influence world swimming strategy and politics through representation on European and World decision making bodies and by staging major international events linked to our performance outcomes.</p>
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<p><b>Corporate Objectives by the end of 2008/2009</b></p> <p>9.1.1 There will be 1 representative on the FINA Bureau, 1 representative on the IPC Swimming Committee, 1 representative on one of the FINA Technical Committees, 2 representatives acting as Chairman or Secretary on LEN Technical Committees and 4 representatives on LEN Technical Committees.</p> <p>9.1.2 We will have bid for a FINA World Short Course Swimming Championships, IPC World Disability Swimming Championships and a LEN European Short Course Swimming Championships</p>
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<b>Critical Success Factors</b>		Current	2005/6	2006/7	2007/8	2008/9
9.1.1.1	Representatives on FINA Bureau	0	0	0	0	1
9.1.1.2	Representative on IPC Swimming Committee	0	0	0	0	1
9.1.1.3	Representatives on FINA Technical Committees	1	2	2	2	2
9.1.1.4	Representatives acting as Chairman or Secretary on LEN Technical Committees	2	2	2	2	2
9.1.1.5	Representatives on LEN Technical Committees	5	5	5	5	5
9.1.2.1.	Bid for FINA World Short Course Championships	1	0	0	1	0

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	9.1.2.2	Bid for LEN Short Course Swimming Championships		0	1	0	0
	9.1.2.3	Bid for IPC World Disability Swimming Championships		0	0	0	1
<b>Responsibility</b>	9.1.1.1	Chief Executive and GB Board Members to facilitate through selection, training and networking					
	9.1.1.2	Chief Executive and GB Board Members to facilitate through selection, training and networking					
	9.1.1.3	Chief Executive and GB Board Members to facilitate through selection, training and networking					
	9.1.1.4	Chief Executive and GB Board Members to facilitate through selection, training and networking					
	9.1.1.5	Chief Executive and GB Board Members to facilitate through selection, training and networking					
	9.1.2.1	Chief Executive / Director of Membership Services and Resources to liaise with Host Cities					
	9.1.2.2	Chief Executive / Director of Membership Services and Resources to liaise with Host Cities					
	9.1.2.3	Chief Executive / Director of Membership Services and Resources to liaise with Host Cities					
<b>Partners</b>	UK Sport FINA LEN IPC BPA Local Authorities / Host Cities						

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<b>Section 10</b>	<b>Equity and Ethics</b>
<b>Vision Statement</b>	Swimming believes in the principle of sports equity by working to recognise inequalities and taking positive action to overcome them.  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.

<b>Corporate Aim 10.1</b>
To ensure there is a mechanism in place to overcome cultural barriers to achieving excellence by minority group, to ensure that all selection policies are objective, well communicated and clear with a fast, fair and transparent appeals process and to monitor the sport, both in and out of competition, within a framework of athlete friendly procedures that deal with doping infractions in a timely and just manner.

<b>Corporate Objectives by the end of 2008/2009</b>
10.1.1. The equity framework will have been adapted to meet individual cultural needs.
10.1.2 All selection policies will have been published three months prior to the event with sound appeals processes in place.
10.1.3 We will have implemented an out of competition doping programme of 60 tests per year and an in competition testing programme of a minimum of 10 tests per event, including disability swimming events.
10.1.4 We will have implemented a comprehensive doping education programme for all athletes on the World Class Programme.

<b>Critical Success Factors</b>		Current	2005/6	2006/7	2007/8	2008/9
10.1.1.1.	Teams and Board members reflect the community in Great Britain			*	*	*
10.1.2.1	Selection policies published three months prior to the event		*	*	*	*
10.1.3.1	Out of competition tests – minimum of:	60	60	60	60	60

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	10.1.3.2 In competition tests – minimum per event:	10	10	10	10	10
	10.1.4.1 Doping education programme in place for all World Class athletes	*	*	*	*	*
<b>Responsibility</b>	10.1.1.1. GB Board to influence to ensure equity framework is rolled out. 10.1.2.1. Performance Directors / Technical Committees / GB Board 10.1.3.1. Head of Legal Affairs 10.1.3.2. Head of Legal Affairs 10.1.4.1 Head of Legal Affairs					
<b>Partners</b>	UK Sport FINA IPC WADA					

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<b>Section 11</b>	<b>Governance, Structures and Partnerships</b>
<b>Vision Statement</b>	Swimming recognises the importance of ensuring that our business activities follow best practice in corporate governance and clear lines of responsibility, accountability and reporting are in place.

<p><b>Corporate Aim 11.1</b></p> <p>To ensure all Board members are aware of their corporate governance responsibilities; to develop strong partnership; to ensure swimming has a voice at all critical levels of sports governance and that a comprehensive communication strategy is in place</p> <p>To ensure there is a solid infrastructure providing the platform for the technical experts to work.</p>
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<p><b>Corporate Objectives by the end of 2008/2009</b></p> <p>11.1.1. Key members of the Federation will represent swimming on policy making forums.</p> <p>11.1.2 A comprehensive communications strategy will have been developed and implemented.</p> <p>11.1.3 All Board members will have undergone training to ensure that they are fully conversant with good corporate governance and best practice.</p> <p>11.1.4 The experts delivering the sport will have access to the technical tools necessary to enable them to succeed.</p>
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<b>Critical Success Factors</b>		Current	2005/6	2006/7	2007/8	2008/9
11.1.1.1	Representatives on key policy making forums	2	5	6	8	10
11.1.2.1	Regular coverage in national print media - number of publications	3	4	4	5	5
11.1.2.2	Televised national events	1	2	2	2	2
11.1.2.3	Meetings held with key sports journalists to educate them on swimming matters	3	5	5	5	5

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	11.1.3.1	Training session on corporate governance for Board Members	1	1	1	1	1
				*	*	*	*
	11.1.4.1	Implementation and management of a computerised statistical and biographical database linked to Swimming's database.		*	*	*	*
	11.1.4.2	Expansion of Swimming's database to include athlete tracking, meet management links and web based data management					
<b>Responsibility</b>	11.1.1.1	Chief Executive / Senior Members of Staff / Board Members					
	11.1.2.1	Commercial Director					
	11.1.2.2	Commercial Director					
	11.1.2.3	Commercial Director					
	11.1.2.4	Commercial Director					
	11.1.3.1.	Chief Executive					
	11.1.4.1	Director of Membership Services and Resources					
	11.1.4.2	Director of Membership Services and Resources					
<b>Partners</b>	Sports Media Journalists DCMS UK Sport BOA Home Country Sports Councils BPA LEN FINA BBC						

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<b>Section 12</b>	<b>Monitoring and Evaluation</b>
<b>Vision Statement</b>	Not applicable

**Corporate Aim 12.1**

To ensure that the progress of athletes can be tracked so that the implementation of World Class Programmes continues to be effective and to ensure there is a system of monitoring and evaluation progress and achievement of programmes at national level.

**Corporate Objectives by the end of 2008/2009**

12.1.1 There will be a comprehensive athlete tracking system in place monitoring the progress of athletes on the World Class programme

12.1.2 There will be a comprehensive review system in place ensuring all targets are monitored, risks and opportunities identified and appropriate action taken

<b>Critical Success Factors</b>		<b>Current</b>	<b>2005/6</b>	<b>2006/7</b>	<b>2007/8</b>	<b>2008/9</b>
12.1.1.1.	Athletes on a comprehensive sports science monitoring programme	50	100	130	160	200
12.1.1.2.	Comprehensive computerised rankings system in place	*	*	*	*	*
12.1.2.1	Annual review of policies, procedures and business practices	1	1	1	1	1
12.1.2.2	Annual review of risk register and Business Continuity Plan	1	1	1	1	1
12.1.2.3	Annual review of achievement of targets against Business Plan	1	1	1	1	1
<b>Responsibility</b>	12.1.1.1 Head of Sport Science 12.1.1.2 Systems Manager					

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	12.1.2.1 Audit and Probity / GB Board 12.1.2.2 Audit and Probity / GB Board 12.1.2.3 GB Board
<b>Partners</b>	Home Country Sports Institutes BOMC UK Sport