

BRENT SWIMMING DEVELOPMENT PLAN 2006 – 2011



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CHAPTER 1

INTRODUCTION

1.1 Reason for developing Swimming

1.1.1 Swimming (which includes the disciplines of diving, synchronised swimming, water polo, open water) is an Olympic and Paralympic sport. It is arguably the only sport that provides opportunities for people of all ages and abilities to participate, at all levels, whether it be recreational, acquiring a life skill, swimming regularly to maintain health and fitness, enjoying a variety of water-based activities safely, achieving personal goals or winning medals on the world stage.

1.1.2 Swimming is the nation's most popular sporting activity with 22% of adults and 50% of children swimming regularly (General Household Survey)

Participation at the boroughs leisure centres indicates that low proportion of the borough's black minority ethnic groups participate in swimming, which illustrates a need to develop opportunities and awareness to this group to increase the number participating.

1.1.3 The ease with which people are able to participate and the fact that facilities are not only available on a pay and swim basis, but can also be hired by individuals or organisations, means that opportunities offered by all of the main providers in Brent can often lead to duplication. Without proper co-ordination of the activities of all parties involved, duplication could often lead to either activities being under subscribed or unhealthy competition for the same client market.

1.1.4 Peak swimming times within swimming facilities need to be utilised to the best effect in order to answer the needs of the casual swimmer and the swimmers wishing to achieve the highest levels of performance.

1.1.5 Swimming is an integral part of the Physical Education National Curriculum and up to key stage 2 in the Local Education Authority and schools have a duty to ensure that provision is made for young people.

Many young people are introduced to swimming through a school swimming programme, but are not always given the opportunities and guidance to continue development and participation in swimming as a sport.

- 1.1.6 The Amateur Swimming Association (ASA) is the National Governing Body of Swimming responsible for governing swimming in England. The ASA and Sport England both provide comprehensive guidance which encourages Local Authorities to develop Local Swimming Development Plans.
- 1.1.7 The ASA now offer many initiatives which interlock to provide a structured approach to swimming development, for example, the ASA National Teaching Plan, Swim 21 and a comprehensive Teacher/Coach Education Programme.
- 1.1.8 There is a Regional Development Officer for swimming employed by the ASA whose responsibilities include the London Borough of Brent.

1.2 Background

- 1.2.1 The Strategy for Sport and Physical Activity in Brent 2004-2009 outlines the profile of the borough, identifies key strategic and external influences, identifies priorities and actions and outlines the Sports Service action plan.

In addition to the key themes, the strategy identified 8 priority sports of which swimming was one. It was agreed that working with sports clubs, schools, National Governing Bodies of Sport(NGB), facility providers and other stakeholders that a co-ordinated development plan would be written to develop these sports accordingly.

- 1.2.2 In addition, the strategy identifies a number of key groups which have been identified as having low levels of participation in sport. The target groups are:

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- Young people (Under 18 years of age)
- Older People (Over 50 years of age)
- Black and Ethnic Minority groups
- Disabled People
- Women and Girls

1.2.3 Although the writing of this plan has been led by Brent Council's Sports Development Team, it has been compiled with input and consultation from a variety of partners.

1.2.4 A steering group was established in January 2006 to co-ordinate the development of swimming in the borough. The group included Sports Development, Management of Vale Farm Sports Centre Pool, Swimming Co-ordinator for Vale Farm Pool, Sports Development Manager for Leisure Connection, PE Advisory Teacher for Brent, North and South School Sport Partnership Development Managers, ASA and Brent Dolphins Swimming Club.

1.2.5 The working group meet on a monthly basis to establish and implement an effective plan for the development of swimming in the borough. As a result a wide range of consultation was undertaken which included;

- Consultation with swimming clubs within Brent
- Meetings with Leisure Connection
- Meetings with schools
- Questionnaires to schools regarding swimming programmes
- Close liaison with ASA Regional Development Officer
- Consultation with Sport England
- Meetings with Primary Care Trust (Health Promotions, Cardiac Rehabilitation, Diabetes Specialist Nurse and dietician)
- Public user forums for users of Vale Farm & Willesden Sports Centre

- Circulation of the draft development plan to a wide range of internal and external agencies

The plan will provide direction for the development of swimming and will enable resources to be effectively targeted and a more co-ordinated programme of swimming be delivered that meets all local objectives. It is anticipated that the plan is adopted by all swimming providers in Brent and that the recommendations within the plan are taken on board.

1.2.6 The main features of the development plan are a vision for the future of Swimming in Brent, key aims and objectives and an implementation plan with priorities for the successful development of the sport for the next 5 years. The methodology relating to the preparation of the plan comprised of a review of existing strategies for Swimming development (both locally and nationally), current activities and a consultation exercise involving key stakeholders in the sport.

1.3 Aims of the Swimming Development Plan

- To ensure that everyone has the opportunity to learn to swim
- To ensure that everyone has the opportunity to enjoy swimming as part of a healthy lifestyle (to ensure that swimming is accessible to all residents of the London Borough of Brent)
- To provide an effective structure for the development of swimming...from Learn to Swim programmes through to elite level through a Comprehensive Performance Development programme.
- To ensure that the main facilities within Brent provide comprehensive and complementary swimming programmes which enables all groups within the community have the opportunity to learn to swim
- To establish a standardised and progressive high quality 'Learn to Swim' programme at all facilities in Brent which strives to ensure

consistently high quality lessons meeting the aspirations of parents and children.

- To provide the necessary development pathways that will ensure everyone can achieve their full potential in swimming and other water based activities
- To work closely with Education, schools and swimming providers to provide additional opportunities for children to learn to swim who have not reached the ASA's target of being able to swim 25m
- To work with the schools and other appropriate agencies to provide all children with an awareness and understanding of water safety
- Support clubs in achieving accreditation through Swim 21
- To develop and improve facilities across the borough by modernising pools and building new facilities
- To ensure that pool time is allocated to user groups in accordance with the development plan recommendations
- To increase opportunities for a wider range of water based activities including water polo, synchronised swimming, aqua fit / aqua aerobics and life saving within current water time constraints
- To provide opportunities for volunteers within swimming clubs to become qualified to appropriate ASA standards (Step into Sport)
- To provide a coach education programme to ensure that teachers/coaches are qualified to the appropriate ASA standard
- To provide a co-ordinated approach to the development of swimming in Brent

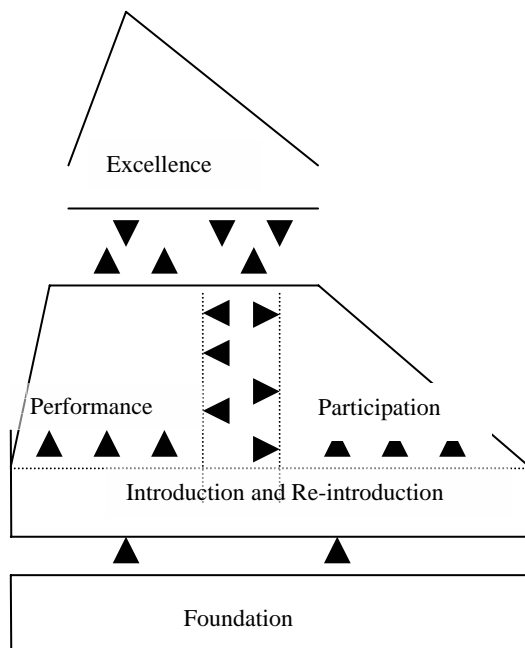
CHAPTER 2 NATIONAL STRATEGIC FRAMEWORK FOR THE DEVELOPMENT OF SWIMMING

2.1 Sports Development have a primary role of providing additional opportunities to those that are already available, building on existing provision and links and developing new opportunities. Its role is to

ensure that the structures are in place to allow people to participate in their chosen sport, develop their skills, and work to their own goals regardless of ability, age, race or gender.

2.1.1 It is essential to identify the National Framework before developing a plan. The framework not only provides the best practice structure but also the links, initiatives, opportunities and support to help ensure the plan is a success.

2.1.2 The Sports Development Continuum provides a framework for sports development. This model identifies four levels of involvement in sport with an emphasis on the pathways that exist for progression between areas.



The diagram represents the links that exist between the different stages of involvement in and experiences of sport. Movement takes place in a variety of directions and an individual is likely to reach different parts of the continuum at different stages of his/her life.

2.1.3 Foundation

Grass route opportunities among young people, particularly primary school age, where basic sporting movement, multi-skills and

confidence are acquired. Success at this stage is crucial to the lifelong participation in sport. Physical Education within the National Curriculum goes some way in ensuring the foundations are acquired from an early age.

Swimming lessons are delivered as part of a structured 'learn to swim' programme by Leisure Connections and Brent Dolphins Swimming Club at Vale Farm and Willesden. The structure used is that of the ASA Awards Scheme (see appendix for more information).

2.14 Participation

The General Household Survey (GHS) is an important national source of data on participation in sport and recreational activities. The information it provides shows how people spend their leisure time, particularly in the context of ongoing campaigns that promotes physical activity as an element of a healthier lifestyle.

According to the 1996 survey, swimming is by far the most popular indoor activity in the UK, with 30% of the population over 16 years participating and 13% participating on a regular basis.

At a local level, recent trends have shown an increase in participation and a growing demand for fitness lane swimming during public sessions and swimming lessons for children. This can be demonstrated by the size of the waiting list of all levels within the 'learn to swim' programme at Brent leisure centres.

The new Active People survey is the "largest ever survey carried out on the participation rates of people over 16 years of age in the borough. NGB's and local authorities will be able to analyse sports-specific results through the 'active people diagnostic' tool.

Participation in Swimming is again provided primarily through schools, Local Authorities and the Swimming Clubs.

Schools vary in their provision (even though the National Curriculum is very clear on its requirements) and depends upon the proximity, availability and transport to local pools. The local authority provision is

two fold. One direct provision is through competitive opportunities in the form of the trials and coaching for the Youth Games. The second is through the contract that the Local Authority has with Leisure Connections for the management of their Leisure Centres.

2.15 Performance

People already participating and have developed their skill past basic competence occupy the performance level of the continuum. The desire to improve is the key factor for involvement and the full realisation of improved performance is the attainment of personal excellence.

A more structured form of competitive sport is required with the aim of self-improvement and gaining personal excellence. The main areas for provision are as follows:

Primary School

Brent Sports Development: London Mini Games

Brent Schools Competitions

Club junior sections – Club competitions, regional competitions etc

Individual Coaching – Private

Local authority group coaching

Group Club Coaching

Club evenings

Secondary School

Inter school competitions

Club junior sections – Club competitions, regional competitions etc

Brent Sports Development: London Youth Games

Individual Coaching - Private

Local Authority group coaching

Group Club Coaching

Club evenings

Adult

Individual Coaching – Private

Club Coaching

Club evenings

Individual Coaching - Private

Local Authority group coaching

Group Club Coaching

There are a number of opportunities for performance, primarily through the clubs and through one to one teaching. There are few opportunities in schools through the School Competitions. There needs to be a greater amount of co-ordinated provision in the foundation levels at an early age and a greater number of opportunities for all of the community to be able to participate and access the coaching and water time to develop to their performance level.

It is imperative to widen the base in terms of the number of people able to access the performance level of the continuum. Co-ordination between providers is crucial and a borough-wide structured approach to performance provision needs to be developed. Without further pool provision this element of the continuum will continually fail to be met.

2.16 Excellence

Amongst those with the interest and ability, there needs to be the opportunity to achieve publicly recognised levels of excellence. Sporting excellence is essential to the continuation of a sport and the development of opportunities available at all levels.

The Clubs are the vehicles for the development and recognition of ability and talent. Teachers who recognise that a pupil has talent will refer them to a club if they are not already a member. The opportunities for talent identification out of the club environment are limited as schools struggle to deliver the minimum requirements of the national curriculum.

The Governing Body, The Amateur Swimming Association, have the key role in the development of excellence. It is the role of the Local Authority to build links with the Amateur Swimming Association, and the local clubs to assist in feeder participants, competitive opportunities and coaching, establishing accessible pathways into excellence levels of achievement.

There are no regional sized pools in the Borough. Hosting of competitions is limited as there is a lack of spectator seating and somewhere for competitors to sit although this will be addressed when Willesden sports centre opens in November 2006.

CHAPTER 3 CURRENT SITUATION

3.1 The Amateur Swimming Association (ASA)

3.1.1 The ASA is the National Governing Body for swimming in England. This is the recognised governing body by Sport England. It is fully committed to develop swimming across the country. It employs a network of full time Regional Development Officers and actively encourages local authorities to produce swimming development plans addressing all aspects of swimming.

3.1.2 Since October 2005, London has become one of the 8 ASA regions in England. This will present many challenges to the ASA as it is the only new region to be created and as such has the chance for a fresh start. The following areas have been identified as the priorities for action at the start of this new partnership working for the sport across the new London Region;

- Learn to Swim
- Athlete Development

Brent Swimming Development Plan 2006 - 2011

- Speed swimming
- Masters speed swimming
- Disability
- Diving
- Water polo
- Synchronised swimming

- Lifelong Participation
- Swim 21
- Coaching
- Competition and Officiating
- Volunteering
- Facilities
- Equity and Ethics
- Governance, Structures and Partnerships
- Monitoring and Evaluating

3.1.3 The ASA have developed a number of national schemes which can be adopted locally and adapted to meet local needs. The ASA National Teaching Plan was introduced in 1999/2000. This is a highly successful programme which recommends a structured progression through a number of stages of development. It can be accessed by local authorities, clubs and private providers. Swim 21 is a club development and accreditation programme which encourages clubs to identify their current position and to ascertain their aspirations for future development. The ASA Teacher and Coach Education Programme is a highly developed programme of qualifications for both the volunteer and professional. Swim fit is a new programme launched by ASA to provide easily accessible pathways for adults into recreational and health related fitness activity.

3.2 Participation Rates

Sports Service collects monitors and evaluates usage figures from the leisure centres with regards to swimming participation on a monthly basis.

3.2.1 Swimming has consistently topped the participation surveys of indoor sports and leisure activities and adult participation has risen dramatically during the past few years. Research by 'Research in Sport and Leisure' (RSL) and Sport England found that swimming is still the most popular participation sport amongst both adults and children. Over 22% of adults and 50% of young people take part on a regular basis (General Household Survey). The Sports Council's National Survey of Young people and Sport, 1994 also identified swimming as the most popular activity amongst boys and girls in terms of participation.

At local level recent trends have shown an increase in participation by those aged 50+ and a growing demand for fitness lane swimming during public sessions. This indicates that more adults are swimming for health and fitness purposes.

Since the introduction of 'free swimming' to young people aged 16 years and under during the school holidays there has been a dramatic increase in the number of young people participating in swimming.

The redevelopment of Willesden Sports Centre has meant a challenging time for the Sports Service to ensure that there are sufficient opportunities for local residents to swim.

3.3 Development Initiatives

3.3.1 This section highlights the range of initiatives, which have been introduced by national agencies and affect the delivery of swimming in Brent. Many of these programmes will need to be taken into account and included as part of the Brent Swimming Action Plan.

3.3.2 Sport England Programmes

Swimming in Brent needs to be developed within the context of the programmes being established at a national level through Government and the Lottery Sports Fund. Sport England has developed a range of programmes to fulfil its aims. Table 1 (see page 14) demonstrates how the proposed initiatives in Brent sit within the context of the Sport England Framework of provision.

Table 1: Sport England Programmes

Sport England Aims	Programmes	Significance to Brent
More People	<p>Active Schools</p> <p>Top PLAY and Top Sport (curriculum)</p> <p>Sportsmark / Sportsmark Gold</p> <p>Activemark / Activemark Gold</p> <p>School Community Sport Initiative</p> <p>Sports Colleges</p> <p>Coaching for Teachers</p> <p>Sporting Ambassadors</p> <p>Awards for All</p> <p>Sportslink</p> <p>Active Communities</p> <p>Running Sport</p> <p>Top Sport (community delivery)</p> <p>Regional Youth Games</p> <p>Sports Train</p> <p>Volunteer Investment Programme</p> <p>Awards for All</p> <p>Active Sports</p> <p>Active Sports Festivals and Camps (see Active Sport – Swimming Framework)</p> <p>Awards for All</p> <p>Sports Reach and New Horizons</p> <p>Partnerships across borough boundaries and with National Governing Bodies (NGB's)</p>	<p>Pools can be used for:</p> <p>Curricular and extra-curricular activities for local primary schools and secondary schools</p> <p>GCSE sessions for secondary schools</p> <p>Coaching for teachers courses</p> <p>ASA Short Courses for teachers</p> <p>Top Sport (community)</p> <p>Youth Games training</p> <p>ASA teachers coaching courses</p>

Sport England Aims	Programmes	Significance to Brent
More Places	<p>Providing effective programmes concerning:</p> <p>Planning</p> <p>Development</p> <p>Design</p> <p>Management of projects</p>	<p>Regular liaison and joint working between the management of the pools, the Sports Development Team and all key partners</p>
More Medals	<p>World Class Programmes:-</p> <p>Performance –for athletes who are achieving at Olympic and world class levels</p> <p>Potential – for those with the potential to become world class performers</p> <p>Start – to identify and nurture talented swimmers with the interest and ability to succeed</p>	<p>Brent ↔ Dolphins</p> <p>Swimming club could develop individuals within the club who will be able to access these programmes</p>

3.3.3 ASA Plans, Strategies and Initiatives

The ASA is the National Governing Body for swimming, diving, water polo, synchronised swimming and swimming for disabled people. The ASA has through the production of its London Regional Plan and Facilities Plan developed a clear vision for the future. The Regional Plan incorporates a development plan for each of the above disciplines as well as a comprehensive education programme for teachers, coaches and officials in each discipline. Over 2000 clubs exist throughout at national, regional and county structure. The ASA recognises that for these clubs to strengthen and develop they must work in partnership with local authorities and other key agencies.

The ASA has introduced a number of initiatives and developments aimed at assisting key agencies to work in partnership. Outlined below is a brief overview of each project.

3.3.4 National Plan for Teaching

The National Plan for Teaching Swimming (NPTS) provides a template for 'Learn to Swim' programmes. It is a comprehensive, integrated and progressive approach to the teaching of swimming and ensures quality whilst providing those responsible for the planning and teaching of swimming with a standard reference.

The aims of the plan include

- Skill development
- Stroke development
- Understanding and awareness

3.3.5 The benefits of implementing the NPTS include:

- The setting of a national standard of performance. It will aid in the provision of a degree of consistency with regards to the expectations of swimmers' performance. It is anticipated that over a period of time a greater degree of consistency will be developed in the application of standards.
- Focusing on skill development, stroke development and understanding and awareness it will develop more skilful and rounded performers enabling swimmers to progress effectively into a variety of different disciplines.
- Linking directly to the ASA Awards Scheme, which provides a clear assessment process with progression through the Scheme based on clearly defined outcomes.
- The fact that the NPTS is being implemented nationwide means that swimmers that move out of one region into another will be able to enter other 'Learn to Swim' programmes at the appropriate level.

3.3.6 Swim 21

The ASA has developed a club development programme known as Swim 21 centred on the needs of the swimmer. The aim of Swim 21 is to provide appropriate opportunities for swimmers, in order that they will achieve their full potential. Swim 21 encourages clubs to honestly assess their current situation by guiding them through an audit of what they are currently doing, focussing them on their strengths and weaknesses and developing the club into becoming a quality and inclusive club for participants at any level. From evaluating this information, they will be able to produce an action plan to address the areas that need attention.

There are four stages;

- Teaching
- Skill development
- Competitive development
- Performance

At each stage there are criteria that a club is required to meet in order to be accredited for that level. Clubs will provisionally identify the level they are operating at, and the level that they are realistically able to work at and achieve.

3.3.7 Aquamark

Aquamark is the ASA Swimming Programme Quality Scheme, which has been designed to assist the providers of swimming in the delivery of an enhanced best value service.

It has been designed for all organisations involved in the delivery of swimming including:

- Local authorities
- Private leisure contractors
- Swimming clubs
- Private swimming schools
- Local Education Authorities

The main aim of Aquamark is to assist in improving the level of swimming ability in the UK. It is broken down into the following objectives:

- To ensure the effective implementation of the ASA National Plan for Teaching Swimming, or the principles implicit in the National Plan for Teaching Swimming.
- To assist the provision of an effective service to customers and participants, and to ensure that this service continues to improve in the future.
- To provide a framework to assist organisation to meet the requirements of 'Best Value'.
- To provide a benchmark to which swimming programme providers can aspire.
- To facilitate the sharing of best practice and to develop role models.
- To encourage the continuing professional development (CPD) programme of teachers and coaches.
- To provide information on effectiveness of service delivery to customers and participants.
- To provide an external validation of performance.

3.3.8 The Institute of Swimming

The Institute of Swimming work closely with their parent company (the ASA) to ensure the needs of teachers and coaches in the sport are catered for. The objectives of the Institute of Swimming Teachers and Coaches are;

- To unite all holders of the ASA Teaching and Coaching Certificates, RLSS UK Teaching Certificates and other recognised certificates or awards as shall from time to time be approved and accepted by the ASA and the Management Board of the Institute, in mutual and common interests
- To give members an opportunity to advise on future developments of the teaching and coaching of swimming or lifesaving

- To provide a channel for the regular exchange of information ideas and suggestions for the benefits of swimming or lifesaving
- To bring to the notice of local authorities and other appropriate bodies the Register of Members
- Information and communication about the industry
- Support on member issues
- Training and continuing professional development
- Comprehensive insurance cover

The Institute upholds the principle that all swimming teachers and coaches should be qualified, embrace the concept of Continuing Professional Development and be fully insured.

3.3.9 The Royal Life Saving Society (RLSS)

The RLSS is set up to convert bystanders into life savers. They are dedicated to the prevention of loss of life and injury in water related incidents by the provision of education in water safety, rescue and life guarding. They also aim to be the authoritative provider of training in life support.

Lifesaving in its broadest sense implies the saving of life through the prevention of accidents, personal survival and the rescue of others. Supervised aquatic activities in swimming pools, leisure centres and open water locations are immensely popular, but accidents often occur in places such as rivers, lakes and canals where the presence of qualified life guards is rare. Even at the coast, many beaches are not patrolled. Sudden changes in climate and environment put people at risk throughout the year. For these reasons, all members of the community should learn the basic principles of life saving.

Many people who become proficient lifesavers go on to become full time life guards at swimming pools and the beach. Each year the RLSS UK trains approximately 30,000 life guards.

The RLSS UK has campaigned successfully for;

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- The inclusion of swimming and water safety in the National Curriculum
- Provided a comprehensive training programme and awards structure for pool and beach life guards
- Promoted the importance of rescue training for swimming teachers and outdoor centre staff
- Participated successfully in national water safety and life support events
- Launched a number of exciting initiatives such as the rookie life guard programme and the save a baby's life campaign
- Develop strong links with life saving organisations worldwide

The RLSS UK is the principal provider of lifeguard and life saving training in the UK. Founded in 1891 the Society has more than 13,000 members in 50 branches and 1,400 active lifesaving and life guarding clubs throughout the UK and Ireland. Each club is dedicated to providing people of all ages with the opportunity to learn valuable life saving skills and techniques in a fun and relaxed environment.

3.4 Facilities

3.4.1 The facility provision within Brent has undergone some radical changes over the last few years, although many of the changes began some time ago. For a number of years there has been an ongoing project to develop a swimming pool on the old Kingsbury Pool site but these negotiations have now ceased and the Borough still has a three pool strategy with the Kingsbury area identified as the preferred location for a third pool should the Council be able to identify and / or attract the necessary funding. In August 2004 Willesden Sports Centre, a local authority owned facility closed for re-development, leaving a large void in swimming provision.

3.4.2 The London Borough of Brent has one swimming facility at Vale Farm Sports Centre which is currently managed by Leisure Connection on behalf of the London Borough of Brent. Willesden Sports Centre is

currently being redeveloped and is due to open in November 2006. This site will also be managed by Leisure Connection on behalf of the London Borough of Brent.

- 3.4.3 Vale Farm Sports Centre opened in the 1950's. The pool as we know it was opened in 1973. It comprises of a main pool which is 25 metres long. The shallow end is 0.9 metres deep and the deep end is 1.5 metres. The main pool is marked out for 6 lanes. A separate teaching pool measures 13 metres by 7 metres. The shallow end is 0.5 metres and the deep end is 0.8 metres.
- 3.4.4 Willesden Sports Centre is due to open in November 2006 and will have a main pool measuring 25 metres by 13 metres (6 lanes) and it is complemented by a 13 metre by 10 metre learner pool. The competition pool is fully equipped and will provide an appropriate home for the local swimming club. There will be roller shutter blinds to completely separate the teaching pool from the main pool to enable exclusive women only sessions to be organised. The main pool has tiered seating located on the first floor with good views of the main pool below. The main pool will have views out over the playing fields. The room is a dramatic full height space with modern features. The pool will have a portable aquatic hoist to help disabled and elderly people in and out of both pools, underwater lights, omega timing system and lane ropes.
- 3.4.5 Brent also has 3 schools which have their own pool on site. These are Grove Park, Uxendon Manor Primary School and Wykenham Primary School.
- 3.4.6 There are two private swimming pool facilities in the borough, one at Cannons Health Club in Willesden and the other at Living Well in Wembley.

3.4.7 There are a number of pools in neighbouring local authority areas which are utilised by the general public and clubs based in Brent. This includes Swiss Cottage Pool (Opened 2006), Jubilee Sports Centre and Harrow Leisure Centre. Whilst these facilities cannot be considered within the Brent Swimming Development Plan, readers should be aware that they exist.

3.4.8 It is also worth noting that Brent Dolphins Swimming Club utilise Hampstead School as part of their swimming programme during the redevelopment of Willesden pool. The pools which are located in neighbouring boroughs will potentially feed skill development and competitive training at Willesden and Vale Farm Sports Centres.

3.4.9 The National Facilities Plan

The National Facilities Plan highlights a number of national issues very relevant to Brent.

- The majority of existing pools were built in the 1970's and considerable capital and re-investment is required.
- Many pools have inherent design weaknesses.
- Usage of pools has risen dramatically and pool-operating temperatures have increased often overloading the treatment, heating and ventilation systems.
- In some cases financial pressures have led to basic maintenance being neglected. As a result pools operate less efficiently and in 1992 the Sports Council estimated that up to £1.3 billion was required to update community pools alone.
- Sport England (Greater London Region) produced a strategy document for the provision of swimming pools in Greater London. The strategy analysed current stock and identified deficiencies in current provision within each of the London Boroughs. The strategy clearly identified that the provision of a new facility is required within the north of the borough and that this deficiency cannot be

addressed from the current supply within the local area. This need has been identified by Sport England since 1981.

- The present stock requires a level of subsidy to operate and design faults mean that most pools are fairly inflexible in the range of user groups they can accommodate. This is the case with the pool stock within Brent and limits potential income.

3.4.10 The neighbouring boroughs of Ealing, Camden, Harrow, Westminster, Kensington and Chelsea and Barnet have all invested in their facilities during the 1980's and 1990's.

3.4.11 The newest pool in Brent will be Willesden Sports Centre which is due to open in November 2006. This will offer many new facilities with lane swimming to improve health and fitness as well as competitive opportunities within the club.

3.4.12. The pools in Brent can be considered an asset but they do not provide enough water space, not only for the public but also for teaching. In order to provide a balanced programme and attempt to meet demand, the pools are often divided up to accommodate public swimming, competitive swimming, teaching lessons, exercise classes, fun activities and so on. The combination of activities taking place may not always be compatible nor provide the customer with a totally satisfying experience.

3.5 Swimming Lessons

3.5.1 At present structured 'Learn to Swim' programmes are delivered by Leisure Connection at Vale Farm Pool and by Brent Dolphins Swimming Club. The structures used are that of the ASA Awards Scheme. The club operates a 'learn to swim' programme in order to provide income to fund the staffing and pool time of the lesson programme and the competitive training.

3.6 Schools Swimming Programme

3.6.1 Swimming at Key Stage 2 is a compulsory part of the Physical Education National Curriculum and an optional part at Key Stages 3 and 4. Recent curriculum changes have meant that in many cases schools are struggling to meet this commitment due to pressures to deliver other areas of the curriculum. The employment of a PE Advisor in January 2005 has meant that there is now a formal link between Sports Service and the borough's schools. The PE Advisor aims to assist the schools in achieving the requirements of the National Curriculum by offering guidance on travelling to swimming facilities, personnel required and further information. It focuses on the quality and safety aspects of lessons so that schools fully understand the implications of the provision. The swimming teachers for the schools programme come from two main sources, qualified swimming teachers or school teachers attending with their class. The inevitable result is a range of expertise within the area of swimming. (See Appendix 1)

3.7 Teacher/ Coach Education

3.7.1 Teacher and Coach Education courses are held very infrequently within the London Borough of Brent. There are many qualified teachers and coaches who have had to travel to achieve qualifications. The PE Advisor plans a yearly programme of coach and volunteer education courses and has included a swimming course specific to teachers. Leisure Connection has hosted courses over the past year in coaching and lifeguarding. Sports Service have co-ordinated a programme of coach education whereby the service pays for the individual to access a coach education course in return for a fixed number of voluntary hours coaching. This has enabled coaches to access a comprehensive coach education programme and to take their newly learnt skills back into the club environment.

3.7.2 The ASA offer qualifications covering a range of abilities and aspirations from the Helper Certificate to the Coach Certificate which is aimed at those wishing to coach competitive swimmers operating at

club level. Other disciplines may vary slightly. The full range of qualifications includes:

- **Helper Certificate** - This introductory certificate is for those who wish to help their club or organisation by working under the guidance of an ASA Level 2 Certificate for Teaching Swimming holder.
- **Level 1 Certificate for Teaching** - This certificate is the first qualification in teaching / coaching and is the pre-requisite to taking a course leading to the ASA Level 2 Certificate for Teaching. It is designed to qualify you to assist an ASA Level 2 Certificate holder. It enables you to assist in the teaching of a limited range of basic skills to a group consisting of up to 4 participants under supervision of an ASA qualified Teacher / Coach (Swimming). As the Level 1 Certificate holder Teacher gains additional experience, and following a risk assessment carried out by the supervising teacher, the number in the group may be increased up to a maximum of six participants.
- **Level 2 Certificate for Teaching** - This is the industry standard for those wishing to teach unsupervised. Essential for those seeking paid employment. Once qualified a holder of a Level 2 Certificate for Teaching (Swimming) is one who is able to teach/coach groups, normally consisting of up to 12 participants of a range of ability from the non-swimmer to those involved in pre-competition development and to organise and supervise Level 1 teachers and other helpers. Those candidates who successfully complete 3 of the 4 units will be qualified to teach within the range determined by the practical unit achieved. As the teacher/coach gains additional experience it is reasonable for the number of pupils being taught to increase in accordance with the requirements as stated in the current edition of Safe Supervision for Teaching and Coaching Swimming.
- **Level 3 Club Coach Certificate** - For those wishing to coach competitive performers in a club environment. Once qualified a holder of the Club Coach Certificate is one who is able to coach swimming groups normally consisting of up to 30 participants including those

swimmers involved in the development of personal performance and those wishing to compete at club level, and to supervise other helpers.

- **Level 4 Coach Certificate** - For those aspiring to coach at District and National Level. Once qualified a holder of the Coach Certificate is; one who is able to coach swimming groups normally consisting of up to 30 participants aiming to achieve and maintain high levels of competitive ability; one who is able to work with a number of swimmers in great depth; one who is able to organise and manage a club development programme at all levels; one who is able to organise and manage a number of assistants.

3.8 Club Provision

3.8.1 Brent Dolphins Swimming Club

Brent Dolphins Swimming Club is the only competitive swimming club in the borough. It can trace its origins back as far as 1919 and over the years has taught many thousands of children to swim. It has also had a number of fine swimmers who have represented their county and in some cases their country and the club in the past has had several swimmers who have held national records.

Brent Dolphins Swimming Club caters for members of all abilities, from absolute beginners through to the top competitive standard, by providing appropriate programmes of instruction and coaching.

Club membership is currently 280, but this is expected to increase when the new pool at Willesden Sports Centre opens. Presently slightly more than half of the members are female and the ethnic mix of the club's membership does not reflect the diverse backgrounds within the borough.

Although much of the club's activities are centred on teaching children to swim, it is essentially a competitive club. The Club's teams swim at various levels of competition, from the Novice Galas of the North London Graded League, through to the National Speedo League, as well as county and district championships. On top of this is the club's

own internal championships and a number of inter-club galas. They do hold social events from time to time and so it is not all work, there is some play.

The club is run by a voluntary committee, who meet once a month to discuss matters arising from the running of the club. The entire club's coaching and teaching staff hold ASA teaching qualifications and have been CRB checked.

The Teaching Courses run by the club consists of 12 lessons, with each lesson lasting 45 minutes. At the moment the cost of these is £45. Children would normally continue in these teaching courses until they can swim to a certain standard, when they would move into the squads. There are five of these squads, graded according to ability. The swimmers are assessed on a regular basis and are moved to the next squad when they have achieved the standards laid down for each squad. Squad fees are payable monthly in advance and currently range between £25 and £30 per month.

The club is affiliated to the Amateur Swimming Association (London District) and the club's constitution acknowledges that the club is subject to the Associations Child Protection Policies and their Code of Ethics. The club is also affiliated to the Royal Life Saving Society, Brent Sports Council and Brent Youth and Community Service. The club is working towards accreditation for Swim 21.

3.8.2 Atlantis Swimming School

The club, which is membership only, uses the pool at Wykeham Primary School. It caters for men, women and children and offers beginners, intermediate and advanced lessons. There are opportunities for children, young people and adults with disabilities. The classes have a low ratio of students to teacher and the teachers teach in the water. The club also offers ladies only classes.

3.8.3 Guppy swimming for children with physical disabilities

The member's only club uses the pool at Grove Park and caters for children aged 3 to 16 years. There are Halliwick trained instructors. Members are often referred by physiotherapists. Coaching is available for beginners, intermediate and advanced levels.

There is currently no formal link between the schools and the clubs. Therefore there is no link between the schools swims programme and the exit pathways within swim development. In many cases the qualified swimming teachers also assist within the competitive clubs and will encourage the talented young people to progress into a programme at the swimming club.

3.9 Sports Service

- 3.9.1 Sports Service will continue to provide support and encouragement for all competitive and non-competitive swimming clubs as well as clubs catering for other specialised water activities including snorkelling, sub aqua and lifesaving.
- 3.9.2 Clubs will be expected to adopt the Swim 21 Programme with priority being given to those achieving Swim 21 Accreditation. The Sports Development Team will ensure that the club system allows a developmental pathway from beginner level to elite performance level for local swimmers.
- 3.9.3 The development of new clubs providing opportunities for synchronised swimming, water polo and diving will be established or existing clubs will be encouraged to offer 'taster sessions' for mini water polo etc.
- 3.9.4 The current provision and delivery of swimming is summarised in a position analysis (SWOT).
The problems and opportunities for strategic development identified by the clubs, schools, leisure providers, ASA and Sports Service are very much a reflection of the national picture.

3.9.5 STRENGTHS

- Local Authority Leisure centres provide 'learn to swim' lessons in accordance with the ASA teaching programme
- Willesden Sports Centre to open in November 2006 (this will mean 2 pools in the borough)
- 6 schools have small swimming pools which cater for their own pupils
- Primary school teachers receive Coaching for Teachers programme
- 2 disability clubs in the borough
- Well established swimming club – Brent Dolphins
- Brent Dolphins teach to ASA approved standards
- Provision for free swimming to young people during the school holidays
- Coaches at Brent Dolphins are ASA qualified
- Brent Dolphins provides opportunities for foundation, participation and introduction to competition
- Brent enters a team in the mini London Youth Games and the main London Youth Games
- Deputy Head teacher at St Joseph's Junior and Infants school is dedicated to swimming and represents the Brent Schools Swimming Association as well as co-ordinating competitive swimming opportunities for Brent Primary School children.
- Leisure Connection has recognition from the ASA for 'Outstanding commitment for teaching of swimming for the last 3 years'
- Brent is committed to coach/volunteer development and training
- Brent has a full time PE advisory teacher
- Commitment and Support from swimming clubs, leisure providers, schools, Sports Service and ASA to implement this Swimming Development Plan
- Good working relationship with key stakeholders represented on the Swimming Development Steering group
- Swimming is identified as a priority sport within the Strategy for Sport and Physical Activity

Brent Swimming Development Plan 2006 - 2011

- Pro-active Sports Development Team
- Steering group established meeting on a monthly basis. Consultation carried out.
- West London Swim group established which can support Brent's plan and proposed programmes and share good practice amongst neighbouring boroughs'.
- Good public transport links to facilities
- ASA Regional Development Officer whose responsibilities include Brent, therefore access to professional advice, guidance and support.
- Olympic and Paralympic sport

3.9.6 WEAKNESSES

- Fragmented delivery between schools, club and leisure provider
- No cohesive Brent schools swimming programme
- Demand for pool time greatly exceeds supply
- Some schools in the borough are unable to deliver the requirements of the National Curriculum
- No provision of extra curricular swimming
- Regular competitive opportunities for school swimming are not in place
- No community swimming opportunities – competition / swim lessons
- No Brent clubs are part of Swim 21
- Clubs do not have strong links with schools or the local authority
- High swimming pool costs for clubs
- Only 1 pool in the borough (Willesden due to open in November 2006)
- No swimming pool in the north of the borough
- Opportunities for people with disabilities is minimal
- Participation by BME groups is low

3.9.7 OPPORTUNITIES

Brent Swimming Development Plan 2006 - 2011

- The formation of a swimming development steering group who will be responsible for overseeing the delivery of the Development Plan and to promote and co-ordinate swimming development in Brent
- Swim 21
- Willesden Sports Centre reopening
- Capital City Academy
- Co-ordinated approach to the development of swimming through the swimming development plan
- Support from the ASA
- Partnership working with the PCT
- Coach education programme to include ASA recognised qualifications
- Promotion of Clubs and facilities will help to increase participation and increase club membership
- Potential ASA funding through West London Group
- School Sport Partnership links

3.9.8 THREATS

- Brent Dolphins Swimming Club folds
- Pool time for schools and clubs does not increase – hinder swimming development process
- Cost of using facilities for National Curriculum activities prevents schools from fulfilling their National Curriculum requirements at Key stage 1 & 2
- Lack of transport or high cost of transport for schools to access the swimming pools
- Decline in volunteers, officials and coaches
- Inflexible management of pool time restricts pool programme offered
- Resources
- Teaching staff have limited time to devote to swimming

3.9.9 In response to the SWOT analysis, the 5 year action plan will address the issues facing swimming development in Brent by setting these objectives:

- Increase participation
- Improve facilities
- Develop clubs
- Increase the number of people with swimming related qualifications
- Access resources
- Sustain stable partnerships and steering group to ensure the plans objectives are delivered.

CHAPTER 4 RESOURCES

4.1 The Sports Development Team – The team has 3 members who can organise and coordinate the work of the plan. They can help to develop school – club links and encourage clubs to offer competitive opportunities. The team can also offer support and guidance to help clubs/school wanting to apply for funding.

4.1.2 Voluntary Sector Community Grants Scheme – Voluntary organisations and clubs can apply for grants for projects that meet certain criteria.

4.1.3 Awards for All – Sport England's funding is available to community organisations, schools and sports clubs. Applications can be made by individual groups with the assistance and support of the local authority. Grants of up to £5,000 are available for applications which can be used for coaching fees, facility hire or equipment.

4.1.4 The Big Lottery Fund – is a new organisation who came about a result of the Community Fund and NOF merging together, and will distribute half of the money for good causes from the National Lottery. The fund

centres around programmes that will improve the quality of life and continue to focus on young people, education, health and environment.

- 4.1.5 Community Club Development Programme - Sport England /DCMS managed project which will aim to enhance community club sports facilities and increase participation in local communities. It will focus on areas of sporting and social deprivation and will be particularly concerned with improving opportunities for young people, people with disabilities, ethnic minorities and women.
- 4.1.6 Everyday Swim – led by the ASA with support and funding from Sport England. Projects that will be funded are those that are sustainable to ensure the widest impact links are established to other activity and health promotion messages.
- 4.1.7 There are a number of funding programmes linked to regeneration for which funding has been made available to Brent. Sports related projects have already been identified as priorities and funded within these areas although there is more that could be achieved. Improvements in joint working between the public, commercial and voluntary sector is likely to increase the possibility of securing funding for the development of sport and physical activity within the borough as a means of addressing the wider priorities.
- 4.1.7 London Community Investment Fund will be distributed by the London Regional Sports Board on a £2 million per annum basis. Projects for this funding will be assessed against set criteria that help achieve the priorities set out within the London Plan for Sport and Physical Activity.
- 4.1.8 The Council has both revenue and capital budgets which it allocates to Directorates and service units. Applications for growth bids can be submitted for both these funding streams and such opportunities will be considered when implementing the action plan.

CHAPTER 5

AIMS AND OBJECTIVES

5.1 This chapter summarises the key issues highlighted in the previous chapters. It identifies key aims for all providers to address in order to increase opportunities for participation in swimming in the borough. Whilst it is intended that the development covers a 5 year period, it will be necessary to review it on an annual basis to ensure actions are being achieved and flexibility can be built in to address changing circumstances.

5.1.2 The vision for swimming in Brent is that the sport is accessible to all, regardless of age, gender, ethnic origin, economic position, disability or level of ability. We want swimming to be an activity that is part of a good health policy which helps to prolong a fit and active lifestyle. We want to give everyone within the borough the opportunity to learn to swim and to ensure that they can achieve their personal goals within the sport whether that is enjoying swimming as part of a health lifestyle or joining a club and achieving competitive success.

5.2 Target Groups

5.2.1 Young People

The plan sets out ways in which opportunities for swimming will be increased for young people in Brent. This includes proposals for extending the swimming provision in schools during the curriculum time at foundation level. It also includes proposals for an increase in swimming provision during after school hours as part of the extended schools agenda and in the school holiday period. A progressive pathway will be established at the participation/performance levels where young people will have the opportunity to link with Clubs and represent the borough in the London Youth Games. There will be consultation with young people to find out what their needs are and sports development will work with the leisure providers to try to accommodate these programmes.

5.2.3 Women and Girls

After school clubs, holiday sessions, learn to swim, recreational swimming and club programmes will be available for girls and women to ensure that they have the opportunity to participate. This will also mean that some sessions will provide all female staff to cater for the needs of certain communities in order to offer an inclusive programme of activity.

5.2.4 Black and Ethnic Minority People

Black minority ethnic communities will be targeted and discussions will take place with various ethnic community organisations to determine their needs and to try to find solutions to overcome any barriers. The aim will be to link in with the swimming providers and clubs to encourage usage and to encourage junior development work. This will be at participation level. The coach education programme will also target people from under represented groups and look to increase the number of clubs working towards courses, such as "A Club for All" which involves educating groups and individuals into welcoming all members of the community into their club and the benefits in doing so.

5.2.5 Disabled People

Coaching sessions will be organised for people with disabilities and exit routes will be identified for those who wish to continue participation. Additional support will need to be given to clubs to provide these exit routes. The coach education programme will also look to increase the number of people with the skills required to work with people with disabilities. We will also look to include disabled people to fill coaching positions.

5.2.6 Older People

Brent values its older population and is able to offer free swimming to all residents over 60 years on production of a B.Active card, the boroughs leisure discount card. Coaching sessions will be organised for older people and opportunities for this target group to participate in recreational swimming will be made available as well as opportunities to progress within a club.

5.3 Strategic Aims of the Swimming Development Plan

The aims, objectives, partners, timescales, actions and performance indicators are set out in the action plan. The aims and objectives are detailed below.

5.3.1 Aim

- To establish strategic priorities for the development of swimming in Brent

Objectives

- To produce a 5 year Swimming Development Plan for the London Borough of Brent
- To provide a co-ordinated approach to the development of swimming in the borough

5.3.2 Aim

- To develop and improve the swimming facilities in the borough so that they are 'fit for purpose'

Objective

- To ensure that the council swimming facilities are maintained and upgraded to enhance utilisation
- To explore potential for swimming provision at a third site within the borough

5.3.3 Aim

- To develop a programme of swimming activities that increase participation opportunities in the borough

Objective

- To increase the number of schools offering swimming opportunities in curriculum time
- To work with the schools to provide TOP UP sessions for those pupils who are unable to swim the standard 25m
- To develop club-school links
- To develop swimming opportunities for juniors during school holiday periods
- To develop programmes which target women and girls, BME groups, older people, and disabled people
- To develop programmes that encourage people to swim for health and fitness
- To work closely with the leisure providers to ensure that charges for swimming are maintained at levels that will continue to allow/encourage participation
- Further targeted subsidies should be considered to encourage the development of those that cannot afford to swim
- Work with schools and other providers to ensure that swimmers are made aware of the different aquatic disciplines and are given an opportunity to try synchronised swimming, under water hockey, mini water polo, canoeing and recreational opportunities such as water discos

5.3.4 Aim

- To establish a standardised and progressive high quality 'Learn to Swim' programme throughout the borough

Objective

- To provide an effective structure for the development of swimming
- To provide a coach education programme to ensure that all swimming coaches and teachers are qualified to a certain standard

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- To co-ordinate and regulate the quality of lessons for schools and all learn to swim programmes
- To encourage all swimming lesson providers to adopt both the National Teaching Plan for Swimming and the National Swim Awards to provide a co-ordinated approach
- Work with schools and agencies to provide all children with an awareness of water safety

5.3.5 Aim

- To increase the number of individuals who have teaching skills or recognised coaching and officiating qualifications in swimming and lifesaving

Objective

- Organise a programme of coaching courses for teachers, AOTT, coaches, volunteers and young people
- Encourage all coaches to join Brent Sports Service Coach Database
- Establish barriers to participation from BME groups and arrange targeted courses to increase numbers of qualified coaches from under represented groups
- Arrange targeted courses aimed at increasing the number of teachers/coaches qualified to meet the needs of disabled people

5.3.6 Aim

- To support the clubs in achieving Swim 21 accreditation

Objective

- To work with the swimming clubs, ASA and swimming providers to assist clubs in achieving Swim 21

5.3.7 Aim

- To ensure that pool time is allocated to user groups in accordance with the development plan recommendations

Objective

- To work with the swimming providers to give priority to primary schools should the situation arise where demand from schools exceeds the available pool time
- Review and assess the booking procedures for swimming lessons at regular intervals
- Work with the swim co-ordinator (Leisure Connection) to ensure that the swimming programme allows people from all community groups opportunities to access the pool

5.3.8 Aim

- Individuals from Brent to have the opportunity to participate at competitive levels

Objective

- Schools to enter events
- Clubs to enter events
- Club to organise galas and assist with the co-ordination of schools championships
- Swimming providers to organise swimathons/charity swims
- Individuals to take part in London Youth Games squads

5.3.9 Aim

- To market and promote the opportunities to participate in swimming and other water based activities in the borough

Objective

- To produce leaflets on swimming facilities and clubs in the borough
- To create a link from the council website to the swimming clubs and the ASA
- To work with the ASA and clubs to ensure maximum promotion of swimming opportunities

5.3.10 Aim

- To maximise funding opportunities for the development of swimming in the borough

Objective

- Identify possible funding opportunities to ensure implementation of the swimming development plan
- Support clubs when they are applying for funding and assist them in getting endorsement from the ASA

5.3.11 Aim

- To monitor the progress of the Swimming Development Plan

Objective

- To ensure that the actions identified are taken and achieve the objectives set
- To assess the effectiveness of the plan to enable review to take place and adjustments to be made where necessary

CHAPTER 6

MONITORING, EVALUATION & REVIEW

6.1 This development plan has been produced in order that swimming is provided and developed in a planned and co-ordinated manner for the inclusive five-year period 2006 - 2011. This plan has recognised the various agencies involved in delivering swimming opportunities in the borough and the benefit of partnership working. It has considered local factors and audited the current provision for swimming and participation within the borough.

6.2 The action plan identifies the key objectives that will be addressed over a programmed five-year period. Each action has been set against an agreed timescale with SMART objectives and key performance indicators and where appropriate key partners have been identified.

Setting clear timescales will allow performance in achieving these actions to be measured.

- 6.3 The Swimming Steering Group Committee will regularly monitor the progress of the swimming development plan and review it on an annual basis. Each review will compare achievements against actions, taking account of changed circumstances and potential new opportunities. An annual review will allow for any slippage to be recognised and actions to be re-timetabled or adapted accordingly.
- 6.4 The steering group will also act as a source of information and expertise on internal and external sources of funding for swimming development in the borough. The individuals represented on the steering group will be able to report to the group and benefit from overall co-ordination and the exchange of ideas and information.
- 6.5.1 It is extremely difficult to predict with any accuracy what changes may occur over the next five years so an annual review will allow unpredicted changes to be accommodated. A comprehensive review of the plan will need to take place in year four (2010) to allow sufficient time for a subsequent plan to be produced.

Appendix 1

National Curriculum and Swimming

Key Stage 1 (aged 5-7 years old, years 1 and 2)

(Non-statutory guidelines)

Pupils should be taught to:

Move in water (for example, jump, walk, hop and spin, using swimming aids and support)

Float and move with and without swimming aids

Fell the buoyancy and support of water and swimming aids

Propel themselves in water using different swimming aids, arm and leg actions and basic strokes.

Key Stage 2 (aged 7-11 years old, years 3-6)

Pupils should be taught to:

Pace themselves in floating and swimming challenges related to speed, distance and personal survival

Swim unaided for a sustained period of time over a distance of at least 25m

Use recognised arm and leg actions, lying on their front and back

Use a range of recognised strokes and personal survival skills (for example, front crawl, back crawl, breaststroke, sculling, floating and surface diving)

Key Stage 3 (aged 11-14 years old, years 7-9)

Pupils should be taught to:

Set and meet personal and group targets in swimming events, water-based activities, personal survival challenges and competitions

Use a range of recognised strokes, techniques and personal survival skills with technical proficiency

Key Stage 4 (aged 14 – 16 years old, years 10 –11)

Pupils should be taught to:

Meet challenges in specific swimming events and water-based activities

Use advanced techniques and skills with control, power or stamina and technical proficiency.

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STRATEGIC AIM	STRATEGIC OBJECTIVE	ACTION	LEAD	PARTNERS	DATES	PERFORMANCE INDICATOR/MEASURES
Development of strategic priorities for Swimming development in Brent	Produce a 5 year Swimming Development Plan for the London Borough of Brent	Invite key people to become part of Swimming Development Steering Group to ensure implementation and development of action plan	SDT	SSCo, Swimming providers, ASA, Clubs, Leisure Connection	Jan-06	Form Swimming Steering Group which meets 3 times a year
		Identify and audit current provision, facilities, participation, resources, partner agencies	SDT	SSCo, Swimming providers, Clubs	Jan-06	Audit of facilities & provision started - ongoing process
		Distribute Development plan for consultation prior to implementation	SDT		May-06	Swimming Development Plan written & distributed
Development of facilities so that they are 'fit for purpose'	To ensure that the Council Swimming pools are maintained and upgraded to enhance utilisation	To carry out an audit of Swimming facilities in the borough	SDT	Swimming providers, SDT, SSSCo, Leisure centres, Clubs	May-06	Audit of facilities & provision completed
		To identify priorities for upgrading	SDT	Swimming Steering Group	Ongoing	To produce a list of priorities for improving the Swimming facilities to the Swimming providers
		Improve management and maintenance of swimming pools	Leisure Connection	Sports Service	Ongoing	All current and new facilities maintained in good condition. 2 Swimming providers to have pools/facilities to an appropriate standard to develop sport for participation/performance

Brent Swimming Development Plan 2006 - 2011

STRATEGIC AIM	STRATEGIC OBJECTIVE	ACTION	LEAD	PARTNERS	DATES	PERFORMANCE INDICATOR/MEASURES
	To explore potential for third pool in the borough	Work with partners to explore the potential and need for a third swimming facility in the borough(preferably the north)	SDT	SSCo, Clubs, ASA, Leisure Connection, Sport England, Brent Council	2011	To have explored the potential for a third pool in the borough and if a swimming facility is not an affordable option to have provided more sports facilities for the community
To establish a standardised and progressive high quality 'Learn to Swim' programme throughout the borough	To provide an effective structure for the development of swimming	Work with partners to develop a Learn to swim programme where the quality of coaching provided is consistent	Swimming Providers	SDT, Clubs, Schools, ASA	2007	To have a standardised progressive high quality Learn to Swim programme which follow the ASA guidelines. All coaches are qualified to a certain standard. All swimming lesson providers to adopt the National Teaching Plan for Swimming and the National Swim Awards to provide a co-ordinated approach
		To co-ordinate and regulate the quality of lessons for schools and all learn to swim programmes	SDT	SSCo, Clubs, ASA, Swimming Providers	2007	To have a co-ordinated programme of quality lessons which are monitored & evaluated regularly

Brent Swimming Development Plan 2006 - 2011

STRATEGIC AIM	STRATEGIC OBJECTIVE	ACTION	LEAD	PARTNERS	DATES	PERFORMANCE INDICATOR/MEASURES
To develop and deliver a programme of Swimming activities that increase participation opportunities in the borough	To increase the number of schools offering swimming opportunities	Audit of current provision in schools	SDT	SSCo, Leisure Connection	Jun-06	Work with schools and agencies to provide all children with an awareness of water safety
		To work with schools to ensure all primary schools are providing swimming for Key Stage 2 pupils in order to achieve the standard requirements of being able to swim unaided for 25m	PE Adviser, SSSCo	Leisure Connection, Clubs	Jun-08	All primary schools have provision for Key Stage 2 pupils to swim 25m unaided
		To work with schools to encourage them to write a school swim policy	PE Adviser, SSSCo	SDT, Leisure Connection	Jun-10	50% of primary schools to have a swimming policy in place
		To work with schools and swimming providers to ensure quality assurance in place	SDT	SSCo, PE Adviser, Leisure Connection, ASA	Ongoing	Monitor class size, life guarding, changing room supervision, roles & responsibilities of all involved.

Brent Swimming Development Plan 2006 - 2011

STRATEGIC AIM	STRATEGIC OBJECTIVE	ACTION	LEAD	PARTNERS	DATES	PERFORMANCE INDICATOR/MEASURES
		To provide TOP UP sessions for those who are unable to swim unaided for 25m	SSCo	PE Adviser, Leisure Connection, ASA	Ongoing	TOP UP sessions provided
		Identify local coaches to assist Primary School development	SDT	SSCo, Clubs, ASA	Jul-06	Coaches identified. Clear guidelines on the delivery of school swimming established
		Schools to receive curriculum coaching	SDT	SSCo, ASA, Leisure Connection	Ongoing	All primary schools to receive swimming as part of the national curriculum
		Run annual Swimming festival for primary schools	Schools	ASA, Clubs, Leisure Connection	2007	15 primary schools to attend
	To work closely with the leisure providers to ensure that charges for swimming are maintained at levels that will continue to allow/encourage participation	Develop pricing policy which takes into account the diverse economic status of the Brent community	Sports Service	Leisure Connection, Clubs	Ongoing	Pricing structure is reviewed regularly. Any price increases are put to members for approval
	To explore opportunities for funding for a Community Swimming Coach to work in the borough	Community Sports Coach application submitted. Also explore other funding possibilities	SSCo	ASA, Clubs, SDT	Dec-06	Application successful. Swimming coach employed for 10 hours per week for Swimming coaching

Brent Swimming Development Plan 2006 - 2011

STRATEGIC AIM	STRATEGIC OBJECTIVE	ACTION	LEAD	PARTNERS	DATES	PERFORMANCE INDICATOR/MEASURES
	To develop club-school links & promote the club to potential members	Club to deliver open day/ nights at pools to promote the club and its activities	Clubs	Leisure Connection, SSSCo, ASA, SDT	Ongoing	1 open night & 1 open day at each pool held by Brent Dolphins Swimming Club. Leaflets and membership details available all year round.
	To encourage participation by women, girls, BME groups, older people	Develop programme of activities which are targeting these groups	SDT	ASA, Clubs, SSSCo, Community groups, Swimming providers, BACES, PCT	Ongoing	To increase participation of these groups by 20%
	Develop Swimming programme for juniors, (8-16years), during school holiday periods	Develop holiday coaching programmes in pool facilities	SDT	Swimming providers, SSSCo, Clubs	Sep-06	2 holiday programmes run in summer and 1 at Whitsun each year attracting at least 15 participants on each course
		Provide free swim opportunities for young people during school holidays	Sports Service	Leisure Connection	Ongoing	Free swim provision at all the borough pools during the school holidays offered
	To engage with young people who do not normally associate themselves with sport	Provide opportunities for young people to participate in aquatic activities such as under water hockey, water polo, synchronised swimming and pool discos	Leisure Providers	SDT, Clubs	Ongoing	Programme of activities available at both pools in the borough

Brent Swimming Development Plan 2006 - 2011

STRATEGIC AIM	STRATEGIC OBJECTIVE	ACTION	LEAD	PARTNERS	DATES	PERFORMANCE INDICATOR/MEASURES
	Develop Swimming coaching programmes for adults	Develop programme of activities which are targeting these groups	SDT	Clubs, Swimming providers, ASA, BACES	Ongoing	3 adult coaching programme offered each year attracting 10 participants per course
	To ensure that pool time is allocated to user groups in accordance with the strategy	Develop a programme of activity which caters for all the needs identified	Leisure Providers	SDT, SSCo, Clubs	Ongoing	Review current programme at swimming pools. Programme developed offering public swimming sessions (70%), Club sessions (15%), Learn to swim / school swimming (10%), Private / business hire (5%). Review and assess the booking procedures for swimming lessons at regular intervals
To provide people with disabilities the opportunities to be introduced to Swimming and to establish pathways that allow progression	To organise a Swimming taster day for people with disabilities	Run an introduction to Swimming taster session for people with disabilities	SDT	ASA, Clubs, SSCo, LSF, Leisure centres, Day Centres, PCT, BACES	Dec-06	1 taster day organised each year for people with disabilities
		Run a Swimming coaching programme for people with disabilities	SDT	ASA, Clubs, SSCo, LSF, Leisure centres, Day Centres, PCT, BACES	Sep-07	2 programmes set up each year with 10 participants attending

Brent Swimming Development Plan 2006 - 2011

STRATEGIC AIM	STRATEGIC OBJECTIVE	ACTION	LEAD	PARTNERS	DATES	PERFORMANCE INDICATOR/MEASURES
		Identify exit routes for participants who wish to continue swimming	SDT	ASA, Clubs, LSF, SSCo	Ongoing	Information regarding clubs, facilities, county trials, tournaments etc to be promoted at sessions, on website, in schools etc
To provide competitive opportunities for young people in Brent	To organise competitions for schools	Run annual Swimming tournament for primary schools	SSCo	ASA, Clubs, Leisure providers, SDT	Yearly	1 tournament held each year with 15 schools attending
		Run annual Swimming tournament for secondary schools	SSCo	ASA, Clubs, SSCo, SDT	Yearly	1 tournament held each year with 5 schools attending
	Establish team for Inter-borough events	Identify performance coaches. Run trials. Feed talented players into squad. Hold training sessions	SDT	Clubs, SSCo, ASA, Leisure providers	Jul-06	LYG team entered each year
			SSCo	Clubs, ASA, SDT	Sep-07	Information regarding clubs, facilities, tournaments etc to be promoted at sessions, on website
To provide competitive opportunities for adults in Brent	Club to establish swimming gala	Club to run annual swimming gala for adults	Clubs	Swimming providers, SDT	Dec-08	1 gala held each year with at least 30 participants

Brent Swimming Development Plan 2006 - 2011

STRATEGIC AIM	STRATEGIC OBJECTIVE	ACTION	LEAD	PARTNERS	DATES	PERFORMANCE INDICATOR/MEASURES
	Work with clubs to ensure that there are opportunities for adults to take part in competitions/tournaments		SDT	Clubs, Swimming providers, ASA	Sep-07	Information regarding clubs, facilities, tournaments etc to be promoted at sessions, on website
To encourage clubs to swim competitively & provide pathways for those wishing to continue	To identify clubs who wish to swim at higher levels	Hold meetings with clubs. Assess players level of performance/ability	ASA	SDT	Sep-09	Regular meetings held with clubs, SDT, ASA to establish the level the club would like to enter tournaments. 1 club in borough to compete at 'performance' level
	To assist clubs to promote themselves and recruit new members	Invite clubs to register on Club database with Sport Service. Produce leaflet detailing all clubs, activities in the borough. Work with ASA in producing a Swimming newsletter for Brent	ASA	SDT, SSCo, Clubs	Ongoing	Clubs to register with Sports Service & put all info on website. Swimming info leaflet to be produced to distribute at all sessions. Newsletter produced
	To assist the club to become affiliated members	Meet with clubs to encourage them to become affiliated & show them the benefits of doing so	ASA	SDT	Sep-07	All clubs to be affiliated to the LTA

Brent Swimming Development Plan 2006 - 2011

STRATEGIC AIM	STRATEGIC OBJECTIVE	ACTION	LEAD	PARTNERS	DATES	PERFORMANCE INDICATOR/MEASURES
	To assist clubs in achieving Swim 21	Meet with clubs to assist with providing the necessary documents to enable them to meet the criteria to gain Swim 21 status	ASA	SDT	Sep-08	Brent Dolphins Swimming club to achieve Swim 21 accreditation
To increase the number of individuals who have teaching skills or recognised coaching qualifications in Swimming	Organise a programme of coaching courses for teachers, AOTT, coaches, young people, BME groups	Meet with PE Advisory teacher in arranging courses. Produce directory /prospectus of courses available. Promote & advertise courses to the community, clubs, schools, partner agencies etc	PE Advisor y Teacher	SDT, ASA, Leisure Connection	Mar-07	1 Swimming coaching course held each academic year. Opportunities for people to access other courses that are being held outside of the borough
		Establish barriers to participation from BME groups and arrange targeted courses to increase numbers of qualified coaches from under represented groups	SDT	ASA, Clubs, Swimming providers, SSCo	Mar-07	Number of qualified coaches from BME groups increased by 10%
		Arrange targeted courses aimed at increasing the number of teachers/coaches qualified to meet the needs of disabled people	SDT	ASA, LSF, Clubs, Swimming providers	Mar-07	1 Swimming coaching course held each academic year. Opportunities for people to access other courses that are being held outside of the borough

Brent Swimming Development Plan 2006 - 2011

STRATEGIC AIM	STRATEGIC OBJECTIVE	ACTION	LEAD	PARTNERS	DATES	PERFORMANCE INDICATOR/MEASURES
		Use current coach profile form. Send out to all coaches to complete. Input data on spreadsheet	SDT	Clubs, Coaches	Ongoing	Coach database set up. Info available on request.
	Encourage all coaches to receive training in child protection, first aid & be CRB checked	Promote training opportunities to schools, coaches, clubs. Assist coaches in getting CRB check carried out	SDT	Clubs, SSCo, ASA, Coaches	Ongoing	All coaches used in delivery of programmes to have minimum operating standards - CRB check, ASA qualification, First Aid, Child Protection
	Provide placements for newly qualified coaches	Liaise with clubs, schools, youth groups, community organisations with regards to placements. Produce log book for coaches to record voluntary hours	SDT	Clubs, SSCo, ASA, community groups	Ongoing	Log book produced. All qualified coaches are found work placements to complete their voluntary hours
Individuals from Brent to participate at high levels of performance	Schools to enter schools events		SSCo	ASA, Clubs	Sep-08	1 school to enter county event
	Individuals to enter County Swimming tournaments		Clubs	SSCo, ASA	Sep-08	1 individual to enter county Swimming tournaments
	Clubs to enter County events		Clubs	ASA	Sep-08	1 clubs in the borough to enter county events
Marketing and Promotion	To raise the profile of the Swimming Development Programme in the borough	Promote all Swimming activities on the council website	SDT	Clubs, ASA, SSCo	Ongoing	Info regarding Swimming activity to be on website all year round & to be updated monthly

Brent Swimming Development Plan 2006 - 2011

STRATEGIC AIM	STRATEGIC OBJECTIVE	ACTION	LEAD	PARTNERS	DATES	PERFORMANCE INDICATOR/MEASURES
		Produce a Swimming directory listing all facilities, coaches information, holiday programmes etc	SDT	Clubs, ASA, SSCo	Ongoing	Leaflet produced each year listing all Swimming provision
		Produce leaflets/posters to ensure that the programmes are being promoted at the right level and are appropriate for the intended target group	SDT	Clubs, Swimming providers, ASA, SSCo	Ongoing	Leaflets produced in the appropriate language using positive images
		Liaise with media with regards to tournaments, events, holiday/coaching programmes	SDT	Clubs, Swimming providers, SSCo	Ongoing	Monthly meeting with Communications team to keep updated on Swimming activities
		Promote Swimming activity/development in the Sports Service newsletter	SDT	ASA, Clubs, Swimming providers, SSCo	Ongoing	Newsletter produced twice a year
Funding	Identify possible funding opportunities to ensure implementation of the strategy	Apply for funding from ASA, SSCo programme, Sports England, PCT	SDT	Swimming providers, ASA, PCT, SSCo, BACES	Ongoing	1 successful application for funding each year

Brent Swimming Development Plan 2006 - 2011

STRATEGIC AIM	STRATEGIC OBJECTIVE	ACTION	LEAD	PARTNERS	DATES	PERFORMANCE INDICATOR/MEASURES
Monitoring and Evaluation	To ensure that outcomes are identified and correlated with the objectives of the plan. To assess the effectiveness of the plan to enable review to take place and adjustments made where necessary	Programme monitoring - Registers of attendance Participant details Feedback forms Audit of programmes to identify progress made Targets and action points evaluated from monitoring information	SDT	Swimming providers, Clubs, ASA, Leisure Centres, SSSCo	Ongoing	Plan reviewed annually & changes made where appropriate.

Changes /developments since the Swimming Development Plan was agreed by the Steering Group in March 2006.

- Willesden Sport Centre opened in November 2006
- New contracts with Leisure Connection for Vale Farm & Willesden. New Sports Development programmes written for these 2 sites
- West London Swimming Group formed and produced Action Plan
- West London Swimming Group to pilot Aqua Extreme sessions in the West London Boroughs
- The Long Term Athlete Development model has now been accepted across a number of sports (swimming, diving, water polo)
- All ASA qualifications will be aligned with the new United Kingdom Coaching Certificate (UKCC) programme
- London approved as the Olympic city for 2012
- London Swimming Strategy to be published in January 2007