



BRITISH SWIMMING **STRATEGY** 2013/2017



STRATEGIC OBJECTIVES

TO ACHIEVE MEDAL SUCCESS AT OLYMPIC AND PARALYMPIC GAMES

TO INFLUENCE KEY DECISIONS AT WORLD AND EUROPEAN LEVEL.

THESE WILL BE ACHIEVED BY:

PROVIDING A WORLD CLASS ENVIRONMENT CENTRED AROUND THE ATHLETE AND THE COACH

DEVELOPING A HIGH PERFORMANCE CULTURE THROUGHOUT THE ENTIRE ORGANISATION

IMPLEMENTING A COMPREHENSIVE INTERNATIONAL RELATIONS STRATEGY

INSTILLING A CULTURE OF INNOVATION IN EVERYTHING TO ENSURE THE EXPLOITATION OF NEW OPPORTUNITIES.

EXECUTIVE SUMMARY

The strategic plan for 2013 – 2017 sets out the framework to achieve the strategic objectives set out above with a clear focus on excelling at the Olympic and Paralympic Games in Rio in 2016.

All the elements of the plan support the goal of long-term success for our athletes and are projected towards this overriding aim.

Our Excellence strategy focuses on the philosophy of "no compromise" and "unity of purpose" ensuring everyone involved in the delivery of the plan is focussed on winning against a backdrop of a rigorous performance management system.

Our Leadership and infrastructure strategy builds upon the strong governance platform already in place and is focussed on ensuring a high performance culture is developed and maintained throughout the organisation. A culture of

innovation will be embedded within the organisation to ensure we maximise all opportunities.

Our international strategy seeks to continue to increase our influence at World and European level which complements our overarching ambition and focus on driving success in the pool. This will ensure our views and values continue to influence the development of international policy and strategy.

Through staging major events we will link our performance programmes to European and World swimming which in turn serves to build interest in the sport, helping to maximise our brand position.

Our people strategy is focused on the provision of a high performance, innovative culture which is embedded throughout the organisation.

EXCELLENCE WORLD CLASS SWIMMING PROGRAMME



'IN THE RIO QUADRENNIAL, THE WORLD CLASS PROGRAMME WILL BUILD ON THE RECORD NUMBER OF SEMI FINALISTS AND FINALISTS OF THE LONDON CYCLE TO IMPROVE SWIMMING'S MEDAL RESULT AT THE RIO OLYMPICS, WHILST CONTINUING TO BUILD AND REFINE THE PROGRAMME FRAMEWORK AND INFRASTRUCTURE THAT WAS ESTABLISHED IN THE 2009–2013 QUADRENNIAL TO SUSTAIN SUCCESSFUL FUTURE GENERATIONS OF SWIMMERS.'



PERFORMANCE OBJECTIVES

The vision for Swimming's position on the world stage for the Rio quadrennial period 2013-2017 is to:

- Achieve the performance targets as outlined below
- Move towards our aspiration to be ranked consistently in the top 4 Swimming nations in the world by the end of the Rio cycle and beyond
- Attain improved conversion rates from finalist to medallist at the 2013 and 2015 World Championships
- Improve the percentage of season's best performances at the Benchmark event
- Maintain current high standards at European Junior Level in pool and open water
- Focus on specific events improving performance incrementally during the quadrennial in sprint, relays and open water

KEYS AREAS OF STRATEGIC FOCUS

A number of keys areas that need to be prioritised have been identified to ensure that the programme will be in a stronger position to achieve the strategic aim and performance objectives of the 2013-2017 quadrennial cycle and beyond. These include a seamless World Class Pathway, integration of England Talent into the WC Pathway, targeting specific event areas for improvement, coach development and mentoring, reinforcement of technical leadership, targeted investment in the daily training environment and science and medicine innovation and improved synergy with coaching.

SWIMMER PATHWAY

Following a review of the WC Pathway and a comprehensive assessment of the 'connectivity' of the Talent stages of the athlete pathway, a new seamless stepped Athlete Pathway will come into force in the 2013-2017 quadrennial cycle. This will ensure a smoother transition between stages of the Pathway, quality assurance of swimmer technical development and progression through the pathway and also improved athlete retention at the lower stages of the pathway.

'IN THE 2013-2017 QUADRENNIAL TARGETED, TECHNICAL CAMP-BASED ACTIVITY WILL BE PLANNED BASED ON AREAS FOR IMPROVEMENT. THEY WILL INVOLVE SMALLER GROUPS OF SELECTED ATHLETES FROM THE TARGET RIO SQUAD'

TECHNICAL PROGRAMMES

The Target Rio Squad replaces the former 'National Squad'. Athletes selected for the squad are considered to have the potential to reach the Olympic team. The World Class Programme's core 'technical' activity is delivered via dedicated, 'stand alone' programmes which target specific events of strategic priority and also via specific camps planned throughout the quadrennial which target technical areas for improvement as well as maintaining current strengths. In the 2013-2017 quadrennial targeted, technical camp-based activity will be planned based on areas for improvement. They will involve smaller groups of selected athletes from the Target Rio squad. This approach will ensure that team based activity is 'technically' targeted, resources are prioritised to areas which broaden Britain's medal potential across more events, and current events and areas of strength are continually reinforced to maintain market share.

'NEED FOR SPRINT' SPRINT PROGRAMME

This programme is a new initiative and will be centred on target performance outcomes at the Rio Olympics and in 2020. This will be achieved by increasing the strength in depth of High Performance swimmers, building Britain's market share in sprint and relay events and improving Britain's performance in sprint and relay events at benchmark events and achieving a sprint/relay medal at the Rio Olympics.

COACHING DEVELOPMENT

Leadership in the field of coaching development has been identified as a key area for improvement. Moving forward into the 2013-2017 quadrennial coach development will be a focal area with a framework for coach development and mentoring to enhance expertise, innovation and best practice a high priority. The outcome of this will be a programme which maximises the potential of its elite coaches and successfully develops the next generation of coaches.



DAILY TRAINING ENVIRONMENT

The key aim of the Daily Training Environment strategy is to provide the best possible daily training environment in Britain within available resources to maximise training outcomes and thus ultimately maximising current and future performance success. The objectives of the ITC network are to yield performance results in the 2013-2017 cycle, provide a long-term and sustainable infrastructure for future generations of performance swimmers, and support other strategic focus areas of the WCP.

2013-2017 PERFORMANCE TARGETS

The following medal targets have been established in accordance with UK Sport requirements. These will be reviewed on an annual basis taking into account progress throughout the quadrennial.

EVENT	BASE TARGETS	STRETCH TARGETS
2013 World Championships	3 medals in Olympic events	4 medals in Olympic events
2014 Commonwealth Games	28 medals in Olympic and non Olympic events	32 medals in Olympic and non Olympic events
2015 World Championships	3 medals in Olympic events (includes Open Water)	5 medals in Olympic events (including open water)
2016 Olympic Games Rio	3 medals (includes Open Water)	5 medals

EXCELLENCE WORLD CLASS DISABILITY SWIMMING PROGRAMME

‘TO CREATE A WORLD CLASS ENVIRONMENT CENTRED AROUND THE ATHLETE AND COACH WHICH IS SUPPORTED BY THE PROGRAMME ENABLING PERFORMANCE AT THE HIGHEST STANDARD TO MAXIMISE GOLD MEDAL OPPORTUNITIES.’



'A SELECT GROUP OF TALENTED ATHLETES FROM THE WORLD CLASS PODIUM POTENTIAL (WCPP) PROGRAMME HAVE BEEN IDENTIFIED TO CREATE THE FAST TRACK PROGRAMME, INITIALLY CALLED THE DIAMOND PROGRAMME.'

NATIONAL TEAM & DAILY TRAINING ENVIRONMENT

The Target Rio Squad replaces the former 'National Squad'. The objective of the National Team and Daily Training Environment is to provide a world class daily training environment for athletes and coaches to prepare for international competitions and to establish a national team environment of the highest professional standards with a strong and cohesive performance-based culture. This is made up of the three key areas of High Performance Centres (HPC), Supported Club Programmes (SCP) and Individual Athlete Support (IAS).

There are two HPC's operational in Great Britain which are Manchester and Swansea. Going forward there will be a review of the HPC's and the London Aquatics Centre is a strong option for HPC status in 2014 onwards.

In terms of SCP those club programmes that have a group of World Class Podium (WCP) and/or World Class Podium Potential (WCPP) athletes with medal winning ability will be identified to receive financial support to develop their programme with the sole purpose of enhancing medal winning opportunities at Paralympic Games.

All WCP swimmers training outside of a HPC or SCP may be considered for IAS additional support for training camp attendance or other activities/support as approved by the NPD in conjunction with the home programme coach.

A crucial part of this programme will also be Home Programme Visits. These will be provided to all programme swimmers so that the coach and swimmer receive support within their home programme environment.

TALENT DELIVERY & COORDINATION

The objective of this is to ensure the effective strategic delivery and coordination of the talent pathway, lead the talent steering group, manage the integration of the Home Country ASA (Amateur Swimming Association) talent programmes ensuring that links with home countries are maintained and to ensure that the coordination of classification meets the demands of the World Class Programmes.

PROGRAMME & TEAM MANAGEMENT

The area of Programme and Team Management ensures that the Disability Swimming World Class Programmes and selected teams are well structured and have clearly defined policies to enable effective planning, management, communication and implementation of the plans. To name a few examples of activities that are managed and coordinated by this area are WCP Policies, communication, programme planning and compliance and reporting to UK Sport via 'Mission Control' along with the planning and development of training camps and competitions ensuring all aspects are of World Class standard.

SPORT SCIENCE & SPORT MEDICINE

The objective of this area is to effectively develop the existing Sport Science and Sport Medicine support network so that it is integrated, accessible and seamless in its delivery along with ensuring it is innovative, creative and applied in nature in order to meet the needs of British Disability Swimming World Class Programme athletes and coaches for Rio 2016 and beyond. This team is led by a full-time Sport Science and Sport Medicine Manager with a number of external agencies also being involved in British Disability Swimming support provision including UK Sport, and the Home Country Sport Institutes.

THE FAST TRACK PROGRAMME

A select group of talented athletes from the World Class Podium Potential (WCPP) Programme have been identified to create the Fast Track Programme, initially called the Diamond Programme. There are a number of aims of this programme including to speed up the transition from the WCPP/WCT programmes to the WCP Programme, place new and better prepared athletes on the Senior National Team at major championships and expose athletes to camps and competitions with tailored support to enhance their Podium Potential. This programme will be re-launched every 2 years with a new name for the 2013/2014 programme being launched in March 2013.



2013-2017 PERFORMANCE TARGETS

The following medal targets have been established in accordance with UK Sport requirements. These will be reviewed on an annual basis taking into account progress throughout the quadrennial and the IPC Swimming announcement of major championship medal events.

EVENT	BASE TARGETS	STRETCH TARGETS
2013 IPC Swimming World Championships, Canada	30 medals with 7 Gold	40 medals with 10 Gold
2014 IPC Swimming European Championships, TBC	60 medals with 15 Gold	70 medals with 20 Gold
2014 Commonwealth Games, Glasgow	5 medals	7 medals
2015 IPC Swimming World Championships, Glasgow	35 medals with 9 Gold	45 medals with 13 Gold
2016 Paralympic Games, Rio de Janeiro	40 medals with 10 Gold	50 medals with 15 Gold

EXCELLENCE WORLD CLASS DIVING PROGRAMME



'IT'S TIME TO FINALISE THE TRANSITION
FROM AMATEUR TO PROFESSIONAL SPORT.'

‘GOING FORWARD THERE WILL BE A FOCUS ON COMPETITIVE EXPOSURE AND DOMESTIC TRAINING CAMPS FOR THE JUNIORS DIVERS.’

HIGH PERFORMANCE CENTRES (HPC) AND HOME COUNTRY DEVELOPMENT CENTRES (HCDC)

British Diving operated 4 High Performance Centres over the last Olympic quadrennial. Moving into the 2013-2017 cycle this will be reduced to 3 HPC's and 5 HCDC's. British Diving proposes to directly employ the coaches in the HPC's in the lead up to Rio 2016, including where appropriate an Assistant Coach also, in return for the required training time for elite divers as part of the HPC agreement. The establishment of the HCDC's will be the essential underpinning programme to support our international programmes and the HPC's. Their remit will cover talent identification, skill development, coach development and quality centres.

ATHLETE MAPPING

In order to create annual strategic plans for each athlete there will be a division into 4 categories. These are medal winning potential divers who are deemed as being World Championship medal prospective by 2015, potential Olympic team members who can potentially make top 12 in individual events or top 8 in synchro events in Rio 2016, second echelon divers who are divers ranked 3rd and 4th nationally and are perfect sparring partners to the 1st and 2nd ranked athletes, and third echelon divers who are the divers from the junior programme who we believe can potentially make the team in 2016 but are aimed at the 2020 Olympic Games.

SPORTS SCIENCE AND SPORTS MEDICINE

This services aims to allow divers to undertake the training necessary to hit the strategic targets, reduce the frequency, severity and duration of injury and illness helping athletes recover from setbacks and help coaches to extend the physical capabilities of the divers. Moving forward British Diving will obtain more sports science and sports medicine services outside of English Institute of Sport (EIS) provision whilst maintaining key components of existing EIS provision. Funding for each centre will be based on the centre's HPC status, the number of funded athletes training in that centre and their projected impact on Rio 2016 medals. A recent SWOT analysis carried out on sports science and sports medicine services showed that opportunities exist to strengthen the British Diving/ EIS support of the athlete, coach and support team, make better use of existing facilities, improve communication between teams and practitioners around the country and collate and distribute examples of good practice between centres around the country.



TALENT IDENTIFICATION AND JUNIOR DEVELOPMENT STRATEGY

In 2011 a Talent Health Check highlighted the lack of cohesion and parity between home country programmes and World Class. Internal reviews carried out following this have led to a realignment of the workforce and a review of the talent provision with the aim to have Talent Development fully integrated into World Class. Going forward there will be a focus on competitive exposure and domestic training camps for the juniors divers. Divers will attend varying levels of events to develop an understanding of how to compete, what the expectations levels are more importantly how to become winners. Alongside this a domestic training camp programme will provide a number of key opportunities for junior divers, their coaches and support team.

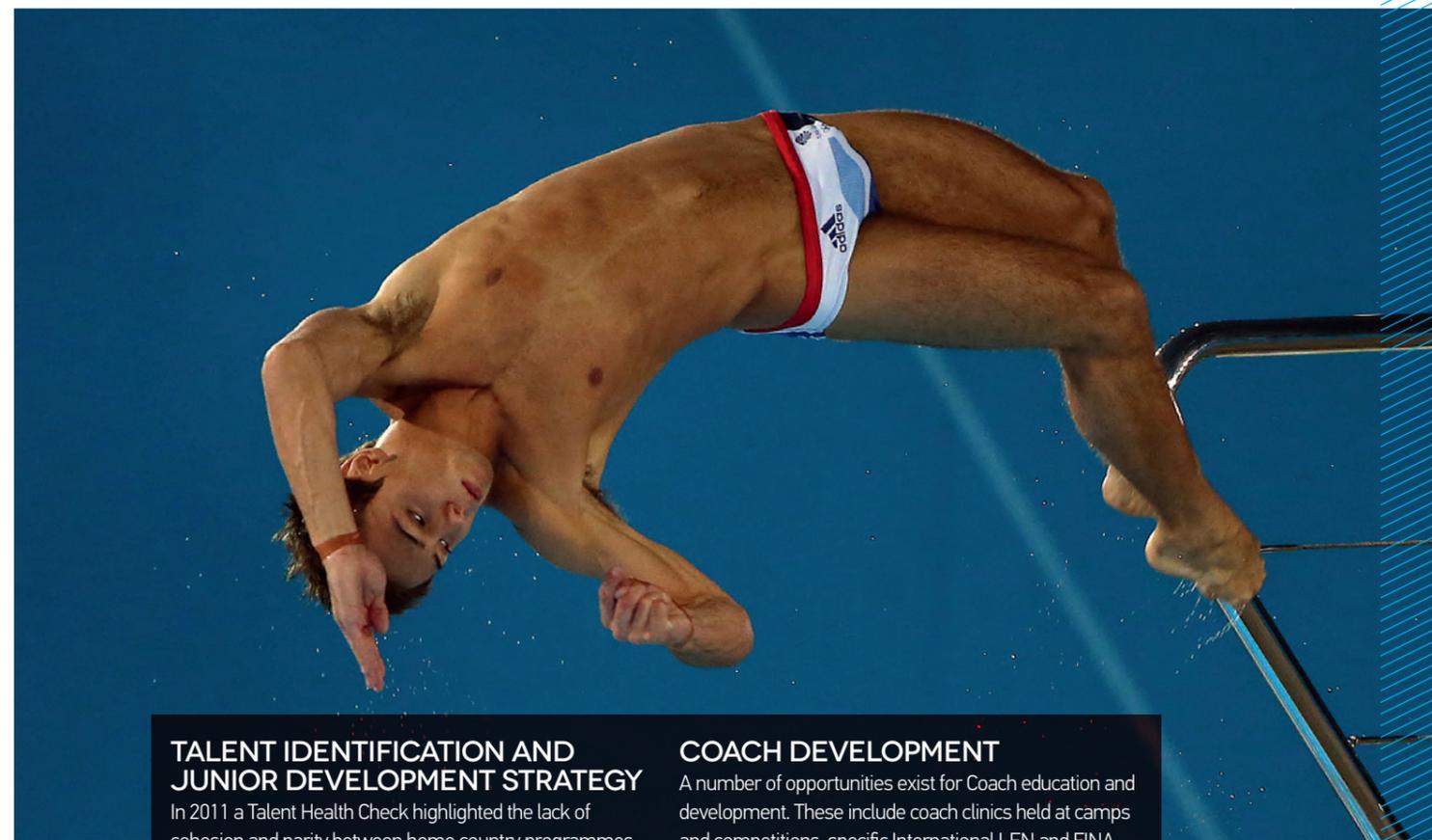
COACH DEVELOPMENT

A number of opportunities exist for Coach education and development. These include coach clinics held at camps and competitions, specific International LEN and FINA Coaches Clinics, the UK Sport World Class Performance Conference, the UK Sport led coach-acceleration programme of ECAP and the creation of a National Coaching Manual which will provide a new reference material for coaches.

2013-2017 PERFORMANCE TARGETS

The following medal targets have been established in accordance with UK Sport requirements. These will be reviewed on an annual basis taking into account progress throughout the quadrennial.

EVENT	BASE TARGETS	STRETCH TARGETS
2013 World Championships	2 individual Top 8 places 3 synchro teams place Top 8	1 medal
2014 World Cup	2 individual Top 8 places 3 synchro teams place Top 8	1 medal
2014 European Championships	2-3 medals including 1 Gold	
2015 World Championships	1 synchro medal 3 individual Top 12 places	2 medals (incl. 1 synchro)
2016 World Cup	Achieve all Olympic licences	
2016 Olympic Games	1 medal	2 medals



EXCELLENCE WORLD CLASS SYNCHRONISED SWIMMING PROGRAMME

'EXCELLENCE IS NOT A DESTINATION BUT A PROCESS. A SUCCESSFUL PERFORMANCE AT THE 2016 OLYMPIC GAMES AND BEYOND WILL COME FROM TOTAL CONFIDENCE IN OUR PREPARATION. THE KEY TO ACHIEVING OUR DESIRED PERFORMANCE IS PERFORMANCE CONSISTENCY ON A DAILY BASIS.'



STRATEGY

The previous 2007-2012 strategy has proven successful in developing 'competitive athletes at the World and Olympic' levels. Results gained over this time have demonstrated the success of the programme. The specific 2013-2017 Strategy will take the programme a step further and will focus on delivering a medal at European and World levels. Building on what has already been done at the High Performance Centre (HPC) British Synchronised Swimming will aim to continue its rise to the podium by consistently improving performance in all events and competitions from 2013 to 2017 especially in the Duet events.

The strategy will entail exposing the athletes to as many international consultants and choreographers as possible from leading nations in Synchronised Swimming. Individuals, duets and potentially teams and coaches will also be sent to a number of international camps. Another key focus will also be on athlete recruitment and retention which will involve identifying athletes early and retaining them for as long as possible. One of the critical elements of the 2013-2017 cycle will be to retain the athletes after the London 2012 Olympics for another 4 to 8 years. A small squad of between 11 and 14 athletes will remain at the HPC ensuring the correct coach/athlete ratio. International competition will be stimulated by selecting Talent athletes to join the HPC every year.

'THE STRATEGY WILL ENTAIL EXPOSING THE ATHLETES TO AS MANY INTERNATIONAL CONSULTANTS AND CHOREOGRAPHERS AS POSSIBLE FROM LEADING NATIONS IN SYNCHRONISED SWIMMING.'



DUET PLAN

The objective for the duet is to ensure the current pair remains the same until 2016 and continues the rise to the podium achieving a European/World and Olympic medal by 2016. Part of this will involve developing a successful duet succession strategy by preparing more athletes to compete in the duet events, presenting 2 duets at competitions where 2 entries are allowed, training these 2 duets equally and developing duet skills at a younger age.

TEAM PLAN

The objectives for the team for the 2013-2017 cycle is to development a strategy to ensure the current athletes remain in training until 2016, continue their improvement and achieve European/World and Olympic top 5 place by 2016. It is also essential that more athletes are developed to compete in the team event at the Junior European Championships and Comen age (13 to 18 years old).

TALENT LEVEL

There are currently 2 programmes running for talent athletes: Junior National Team and Development Teams. While the results of the senior national team have been constantly improving over the last 5 years and the performance at clubs is also increasing, the gap and rate of improvement between the national squad at the HPC and Talent athletes in clubs is still too wide and slow. Some factors limiting the ability of young athletes to produce World Class Performance have been highlighted and will be addressed to ensure that this gap is bridged and talented athletes are produced for the future of the sport. The objectives of this initiative going forward will be to apply the philosophy, standards and tools of the centralised HPC to the talent programme, increase training times to allow world class development of 'identified talent' and set up an efficient follow up of the younger athletes to prepare them for the next level eventually integrating them into the HPC. Training programmes and monitoring processes that can be implemented in the club programmes will also be developed and supplied to the athletes and club coaches and opportunities for coach education by working with the NPD, Head Coach, Junior Coach and ASA Talent Development Officer will also be provided.

2013-2017 PERFORMANCE TARGETS

The following medal targets have been established in accordance with UK Sport requirements. For 2013 these will be finalised once the Performance Plan and High Performance Centre athlete selections have taken place in January 2013. These will then be reviewed on an annual basis taking into account progress throughout the quadrennial.

PERFORMANCE TARGETS – DUET				
EVENT	PERFORMANCE EXPECTED 2013	PERFORMANCE EXPECTED 2014	PERFORMANCE EXPECTED 2015	PERFORMANCE EXPECTED 2016
World Championships	Top 8		Top 6	
FINA World Cup		Top 6		Top 3
European Championships		Top 4		Top 2
European Cup	Top 5		Top 3	
Olympic Games				Top 3

PERFORMANCE TARGETS – TEAM				
EVENT	PERFORMANCE EXPECTED 2013	PERFORMANCE EXPECTED 2014	PERFORMANCE EXPECTED 2015	PERFORMANCE EXPECTED 2016
World Championships	Top 10		Top 7	
FINA World Cup		Top 8		Top 5
European Championships		Top 4-5		Top 3
European Cup	Top 6			
Olympic Games				Top 5

EXCELLENCE WORLD CLASS WATER POLO PROGRAMME

‘THE WORLD CLASS WATER POLO PROGRAMME WILL CAPITALISE ON THE OPPORTUNITIES AFFORDED BY A HOME OLYMPICS TO FURTHER DEVELOP ELITE WATER POLO IN GREAT BRITAIN TO ACHIEVE A PLACE AMONGST THE MAJOR PLAYERS IN WORLD WATER POLO. THE WORLD CLASS WATER POLO PROGRAMME WILL WORK COLLABORATIVELY WITH THE HOME COUNTRIES BY PROVIDING TECHNICAL LEADERSHIP AND EXPERTISE TO DEVELOP A STRONGER PATHWAY, THUS ENSURING THERE IS A PIPELINE OF FUTURE SUCCESSFUL GENERATIONS OF PODIUM PLAYERS COMING THROUGH THE SYSTEM.’



STRATEGIC OBJECTIVES

In the 2013-2017 Rio Olympic cycle the World Class Water Polo Programme will establish a world class structure and framework for the sport so that it can bring the elite squad successfully through their respective qualification pathways to compete in Rio. A priority will be the recruitment of a full time National Performance Director who will provide leadership to the programme and ensure performance targets are achieved. In the long term the objective is to ensure a sustainable system is in place to develop the next generation of Water Polo players for future GB success on the world stage.

STRATEGIC FOCUS AREAS

A number of Strategic Focus Areas have been identified as priority themes for the forthcoming Olympic cycle. These are technical leadership, a stronger pathway from Talent to World Class, player progression, profile and international influence, improved access to world class facilities and athlete tracking, monitoring and evaluation. By prioritising these areas we will ensure that all key parameters are established to provide a platform to achieve our strategic objectives.

‘IN THE LONG TERM THE OBJECTIVE IS TO ENSURE A SUSTAINABLE SYSTEM IS IN PLACE TO DEVELOP THE NEXT GENERATION OF WATER POLO PLAYERS FOR FUTURE GB SUCCESS ON THE WORLD STAGE.’

WOMEN'S SQUAD

A comprehensive annual plan will be established in advance of the start of each season. The women will continue its centralised programme in the 2013-2017 quadrennial cycle. One of the key strengths of the centralised programme in the previous quadrennial was that a High Performance culture and ethos was established. Going forward it is hoped this will be further enhanced by a number of components with more emphasis on coaching, linking our senior squad coaches with a new development group and creating coaching positions with this group to work in the High Performance Centre. We also recognise the importance of sports science and medicine provision in relation to driving our performance further in this cycle and will put significant provision in place to support our centralised training. In addition, there is a proposed new High Performance Centre which will provide enhancements to the current High Performance environment due to the pool being built to water polo pitch size dimensions, high quality facility specification, improved pool and gym access times and hours and cross-sport opportunities. Our athletes have successfully qualified for Junior and World Championships which is a new competition for our competitive calendar, we hope that during this cycle we can stabilise our place in these top quality competitions.



MEN'S SQUAD

It was recently announced that UK Sport lottery funding for the men's squad will cease from April 2013 as it has been deemed that Men's water polo is unlikely to qualify for a future Olympic Games. As a result of this there are a number of challenges to face up to in terms of our future policy and strategy around elite men's water polo as it will be clearly difficult to run a full elite men's programme without any UK Sport investment. The key challenge going forward will be to ensure the men's water polo programme receives funding from alternative sources to allow us to build an effective and appropriate programme. The priorities will be to define and establish, with guidance and support from the Water Polo National Performance Director, an affordable and appropriate water polo men's elite programme, establish clear bench mark KPI's for the teams performance and monitor and report against them accordingly, investigate appropriate additional funding opportunities to fund the men's programme and ensure the infrastructure is in place with appropriate succession planning to deliver an effective home and international programme.

JUNIOR SQUAD

As stated in the Strategic Focus areas Talent will be integrated into the World Class Water Polo Programme in order to provide greater technical leadership and expertise to the Pathway as a whole, to improve Talent identification and to ensure a 'joined up' approach to the different stages of the Pathway. Opportunities will be provided to the juniors to ensure the juniors are better integrated into the World Class Programme including establishing an annual programme of team based training, dedicated junior coaches who receive formalised coach development and direct coaching support from GB coaches at appropriate periods.



2013–2017 PERFORMANCE TARGETS

The primary performance objective of the Women's World Class Water Polo Programme is to achieve Olympic qualification and the following targets for the Women's Programme have been established in accordance with UK Sport requirements. These will be reviewed on an annual basis taking into account progress throughout the quadrennial.

WOMEN'S TEAM – EVENT	TARGET
2013 European Qualifiers	Qualify for European Championships
2013 World Championships	Top 12 place
2014 European Championships	Top 6 place (if qualified)
2015 World Championships	Top 12 place
2015 European Qualifiers	Qualify for European Championships
2016 European Championships	Top 6 minimum - to qualify for Olympic Qualifying Tournament (if qualified)
2016 Olympic Qualifying Tournament	Win one of the qualifying places for Rio (likely to be 3 or 4 places available)

The targets for the men's team are outlined below.

These will be reviewed on an annual basis taking into account progress through the quadrennial.

MEN'S TEAM – EVENT	TARGET
2013 European Qualifiers	Participate and look to gain a place in the European Championships 2014
2014 European Championships	Top 12 (if qualified)
2015 European Qualifiers	Participate and look to gain a place in the European Championships 2016
2016 European Championships	Top 12 (if qualified)

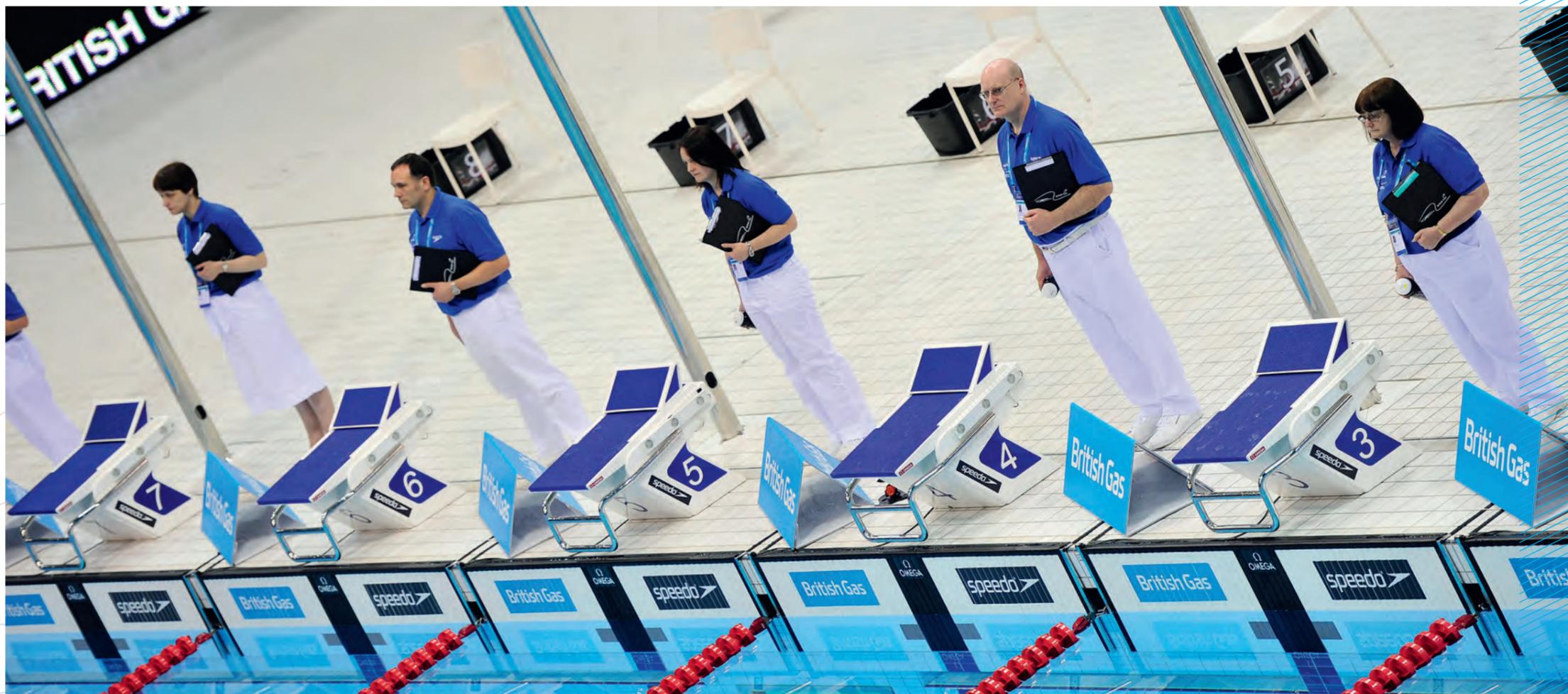
INTERNATIONAL INFLUENCE

AIM

To drive British Swimming's Vision through our international relations strategy, by ensuring our interests and influence impacts key decisions within swimming at all levels and sport as a whole supporting our desired ambitions to win more British medals in both the Paralympics and Olympics and see more people learning to swim and swimming more often around the World.

OBJECTIVES

1. To maximise the number, effectiveness and level of influence of our international delegates.
2. To encourage the modernisation and development of the sport internationally by supporting and driving for improved and appropriate competition, athlete services, governance and financial sustainability.
3. To pursue a clear event bidding strategy that complements our aspirations to be a major swimming nation that delivers gold medals in the Paralympics and Olympics.
4. To support and promote an ethical and doping free environment which delivers world class performance.
5. To ensure the continued success of our international relations programme through clear development pathways and succession planning for international delegates and International Technical Officials (ITOs) all working as one team to drive our strategy.



TARGETS BY 2017

KPI AREA	TARGET	SUCCESS
International Delegates	FINA Bureau Member	1
	Maintain number of FINA Technical Committee appointments including the achievement of at least 1 Chair or Secretary position	4
	Achieve position on the FINA Technical Swimming Committee	1
	LEN Officer	1
	Maintain the maximum number of LEN Technical appointments including retaining at least 1 Chair and Secretary position	5
	Maintain position on IPC Swimming Technical Committee and the Coaches Commission	2
Event Bidding	Host a major international diving event each year of 2013 – 2016	4 events
	Successfully bid for and host the LEN European Championships – Swimming, Diving and Synchro.	Target year 2016
	Bid for and win the FINA SC event 2022	
Delegate and ITO Development	Clear pathways in place for each discipline with individuals identified and programmes being followed	5 pathways and development programmes in place – swimming, diving, synchronised swimming, water polo, IPC swimming. Recruitment against a skills matrix with training to bridge the skills gap.

LEADERSHIP AND INFRASTRUCTURE

AIM

To develop a high performance culture throughout the organisation (athletes, volunteers and employees.)

To set and implement strategies for the recruitment, retention and development and succession pathways of employees and volunteers, the aspiration being to become the employer of choice in sport.

To set and implement strategies to recruit, train, develop and retain a high performing volunteer workforce.

To create and promote an environment that values and recognises our volunteer workforce.

To ensure all coaching qualifications are fit for purpose and ensure all our coaches are equipped to deliver High Performance coaching.

TARGETS BY 2017

TARGET	SUCCESS
Embed throughout the organisation the 3 values of Innovate, Opportunity and Openness, to support and develop a high performance culture	Values embedded in recruitment, retention and reward processes by 2017
Develop a talent pathway based around the 3 pillars (management development, commercial acumen and innovation)	50% of employed staff to have experienced a development opportunity. 100% of employees and national volunteers to have a personal development plan by 2017
Implement a clear and accessible volunteer training pathway formally recognising the skills developed through volunteering.	10 elements by 2017
Review and implement the reward and communication strategy for volunteers ensuring it is accessible at all levels of the sport	1 strategy in place
Complete an overall review of qualifications and CPD in line with LTAD followed by continuous monitoring	One review Continuous monitoring

PERFORMANCE MANAGEMENT

AIM

To devise and implement a “no compromise” “unity of purpose” performance management system to drive results around a value for money programme which will reinforce values and ensure the delivery of organisational objectives.

TARGETS BY 2017

TARGET	SUCCESS
Revise the format of the board sub-groups supporting and challenging the NPDs	New groups in place by mid 2013
Implement a check and challenge performance management system to monitor KPIs and progress	Devise a revised KPI monitoring document by April 2013 and ensure its continued use
Implement a common system “fit for purpose”	In consistent use throughout the organisation by 2017

MARKETING THE BRAND

OBJECTIVES

- To launch and establish the new British Swimming visual identity
- To maximise the promotion of all our sports, working together with the media and key partners
- To continue to build a brand based on the core value of performance excellence, ensuring the brand is stronger than any individual.

TARGETS BY 2017

TARGET	SUCCESS
Average media value (AVE)	£30m per year
Value of sponsor programme	Maintain average annual value
Unique website visitors	400,000 per month

SUSTAINABLE FUNDING

AIMS

- In partnership with the Home Countries develop and implement a commercial strategy which provides additional funding to support the elite programme
- Develop and implement a cost reduction programme to minimise back office costs and divert funds to front line activities.

TARGETS BY 2017

TARGET	SUCCESS
In partnership with the ASA increase spending resources for front line activity through income generation and cost savings.	Combined increase in spending resources (ASA and British Swimming) of an additional £750,000 per year minimum
Reduce back office costs	5% per year per year in year 1 and year 2 2% per year in year 3 and year 4

INNOVATION

AIM

To instil a culture of innovation in everything British Swimming undertakes to ensure we are able to exploit new opportunities.

TARGETS BY 2017

TARGET	SUCCESS
Develop and implement a business system which encourages new thinking, enables all ideas to be reviewed and if appropriate implemented in a timely manner.	1 system throughout the organisation
Expand our work with Universities around High Performance research and innovation projects	Initiate a minimum of 1 project per year



‘IMPLEMENT AND EMBED A PERFORMANCE MANAGEMENT SYSTEM WHICH WILL REINFORCE VALUES AND ENSURE THE DELIVERY OF ORGANISATIONAL OBJECTIVES.’

EQUALITY AND ETHICS

AIM

To further British Swimming’s work under the Equality Standard Framework

TARGETS BY 2017

TARGET	SUCCESS
Pro-active working to further British Swimming’s commitment to equality, diversity and inclusion through the strategic development of its structures, processes and activity.	Award of the Advanced Standard in Equality by 2015

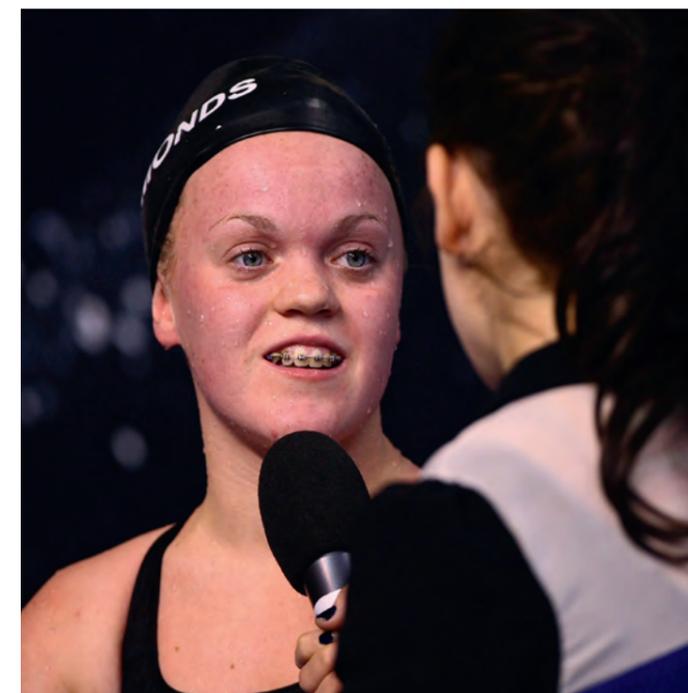
ANTI-DOPING PROGRAMME

AIM

To further British Swimming’s anti-doping programme to protect the health and rights of individuals and to promote and encourage personal responsibility and fair play through education and controlled doping tests.

TARGETS BY 2017

ACTIVITY	TARGET
Provision of an anti-doping education structure that aligns with the revised and developing athlete pathway	Have a pool of staff and volunteers trained under UK Anti-Doping (UKAD) supervision to ensure the correct and most up to date messages are reaching the athletes in line with the UKAD Education Curriculum content
Out of competition testing carried out in consultation with UKAD	Support UKAD with information gathering to maintain an intelligence-led testing programme for British Swimming





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