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Principal partner



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Pool providers

Scottish Swimming would like to acknowledge and thank Scotland's local authority councils, leisure trusts, universities, and operators of school pools with whom strong partnerships make the successful development of swimming possible.



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SCOTTISH SWIMMING POOL MANAGEMENT AND PROGRAMMING GUIDE

Developed by Scottish Swimming in
partnership with sportscotland

Principal partner





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About Scottish Swimming

As the national governing body for swimming in Scotland, Scottish Swimming represents our clubs, swim schools, aquatic disciplines, and thousands of talented and committed volunteers across the entire swimmer pathway from development and healthy living through to performance. We are focused on delivering in the following key areas to reach our vision to ensure that everyone can swim: healthy living, learn to swim, club development, community partnerships and performance.

Scottish Swimming

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sportscotland

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1. Background

The purpose of this guide is to share recommendations and examples for aquatics clubs and swim schools wishing to strengthen their planning, partnership working, and position in securing water space and access. The document is also for pool providers wishing to develop the use of their facilities. The guide has been produced by Scottish Swimming, the national governing body for swimming in Scotland, in partnership with **sportscotland**, with whom we have also developed a facility strategy for our sport from 2009 to 2014. A wide consultation exercise took place in producing the document, with our clubs, swim schools, and key partners including councils and leisure trusts. The document will be reviewed at regular intervals as new guidance develops. We encourage pool operators and pool users to engage with Scottish Swimming where their practice might be of benefit to others. The document includes information on:

- Facility design
- Facility programming
- Planning, partnerships and access agreements.

Despite a challenging economic climate and a complex number of competing priorities, we appreciate that many clubs, local authorities, leisure trusts and other pool providers are delivering quality swimming facilities and programmes. Best practice is taking place throughout Scotland and it is our aim to share key examples in this guide.

Feedback from clubs indicates that it is becoming harder to secure water at their current pools and that the cost of water they are able to secure is going up at a rate greater than inflation. Many learn to swim and club programmes are turning away potential participants due to lack of water time/ access. Pool operators are commenting on the growing cost of heating bills and subsidies required to operate their pools with demand and costs for water both increasing frustration. Failure to keep pool programming under review could impact negatively on the viability of our pools, resulting in the decline of our clubs and swim schools, and a subsequent loss in performance results to inspire young participants.

However, if we can optimise use of existing water, we could target and grow swimming participation by a range of users.

Through the guide, we hope to enthuse those clubs and pool providers who have not had the opportunity to recently reflect on their approach to swimming development and water management. It is the governing body's view that there is a tremendous opportunity for clubs and pool providers to review their practices and work more closely together toward shared aims and access agreements.

We have selected examples in those areas where we are aware of a commitment to swimming, and where steps have been taken to offer an integrated programme. Not all examples might be relevant to your facility, and not all are perfect, however, each demonstrate progress toward creating the ideal environment for swimming development at all levels.

This document offers a governing body perspective on pool management and programming opportunities in Scotland. We are aware there are other models for achieving success in swimming and if you feel there are further examples we should include in future versions of this document, please write to us at facilities@scottishswimming.com.

2. Key Principles

The guide has been based on several key principles which include:

- 2.1 Pool operators should ensure their water is as heavily programmed as possible. When water is not programmed, a number of challenges often develop.
 - 2.1.1 Users are expected to share the same space resulting in reduced satisfaction for all. For example, lane swimmers often need to weave amongst children playing during an open session. The recreational swimmer and the children are disturbed alike.
 - 2.1.2 The balance between club swimmers and lane swimmers can often be lost, with too many of one user group being cramped unnecessarily.
 - 2.1.3 Most importantly, it is the governing body's view that an under-programmed facility often leads to under-utilisation. Ensuring that water is always available for passing customers renders the facility operator at the whim of the public, unaware of the predicted usage. When set times for leisure swimming are identified, recreational swimmers refocus their schedule to swim at the available dedicated sessions. This drives up the number of swimmers per lane, and frees up sessions for other programmed use.
- 2.2 Pool operators should establish the right culture for the pool and should communicate this culture to ensure that decisions over management and access are not a surprise but are in keeping with the long term vision of the facility. From a governing body perspective, an open and transparent programming process is best, with a balanced programme that meets the needs of all identified users being established. The pool operator, in consultation with user groups, should determine what it is trying to achieve and how it will deliver these objectives. Rather than considering this point in isolation, a pool operator should look across all the pools that it manages and build a programme that best meets the needs of local and regional users (see 2.3).
- 2.3 When programming pools, providers should take a strategic overview of the facilities in their area, including pools outside a local authority boundary, and including pools which are run by a variety of different operators (local authority, school, university and private).
- 2.4 When programming facilities, the whole swimmer pathway should be considered rather than selecting profitable elements of the pathway only i.e. learn to swim. Development leads to lifelong participation and performance; performance inspires development.
- 2.5 The development of swimming infrastructure to grow meaningful participation and improve performance should be a leading driver when programming swimming pools. This includes growing participation and club members and improving the quality of teachers and coaches. The governing body considers clubs as strong contributors to local communities. Clubs provide an opportunity to participate regularly in health and fitness activities, providing a strong focus for local youngsters, developing active citizens who contribute positively to the local community as well as developing future heroes to inspire more young people to learn to swim.
- 2.6 A formal partnership should be formed in each local authority between the club(s), the pool provider(s) and Scottish Swimming to ensure a commitment is in place to deliver against the principles of long term athlete development for the whole pathway i.e. that there is a seamless pathway from learn to swim through to high performance swimming. There are clear entry routes into and out of each stage of the pathway and that income generated from the more lucrative learn to swim end of the pathway is re-invested into the more expensive high performance end of the pathway.

- 2.7 Long term access agreements between clubs and pool providers should be in place, recognising that clubs are important repeat customers and vital components of a vibrant community.
- 2.8 The main competing user groups should be considered collectively when programming the pool, with a particular focus on club swimming and learn to swim.
- 2.8.1 Learn to swim (critical to developing a healthy, safe and talented swimming nation).
- 2.8.2 Club activity (for athletes to develop, they need to secure water at the right time. This is pivotal for their school, homework, sleep and recovery.)
- Performance
 - Development
 - Masters
 - Recreational
- 2.8.3 Other programmed activity.
- 2.8.4 Leisure Swimming (as highlighted in section 2.2, a culture where swimmers plan when they go for a swim should be established, as opposed to leisure swimmers expecting the pool to be open to them at all times of day). Leisure swimmers are a significant customer for most facilities and need to be offered appropriate water at appropriate times in order to boost participation and income generation. However, it is the governing body's view that this user group can be satisfied more flexibly than the other users outlined above. Designated water at detailed times which are communicated well in advance allows leisure swimmers to arrange their schedule accordingly. This cannot be achieved for children and club swimmers who have a much more limited opportunity to learn to swim and train due to sleep, school and meal time challenges.

The above principles translate into the programming of a pool and have important implications on revenue generation. Further detail on this area can be found in Appendix A – Programming Principles and Revenue Generation.

3. Facility Design

The following hierarchy of facility design is recommended in order to maximise the flexibility of programming:

- 3.1 Where possible, Scottish Swimming supports the development of 50m pools. 50m pools with movable floors and a movable horizontal boom allow for flexibility of activity, with the option for long course training to support performance swimmers in the area.
- 3.2 Where 50m pool developments are not possible/appropriate, the next preference is to provide an 8 lane x 25m pool with a learner pool. A learner pool is a smaller separate tank to support learn to swim lessons, ideally in warmer water temperatures. The ideal dimension for a learner pool is for its length to be set as the width of the main pool, 3-4 lanes wide (minimum). For example, an 8 lane pool that is 20m wide should have a learner pool that is 20m in length.
- 3.3 When the above is not possible, developers often assume that the learner pool should be omitted from the facility design in order to accommodate an 8 lane 25m pool. In fact, for increased flexibility of use, Scottish Swimming recommends moving to a 6 lane 25m pool while maintaining the separate learner pool.

Pool operators should ensure they are consulted during the design of a pool. **sportscotland** and Scottish Swimming would also be delighted to offer advice. For more information on facility design, including number of lanes, depths etc, please see the "Scottish Swimming Facilities Strategy 2009-2014".

4. Facility Programming

The governing body, through its partnership work and support for the swimmer pathway, has made a number of observations on the programming of swimming pools in Scotland. This experience translates into the following key principles for pool operator consideration. The principles for programming a 25m pool are suggested as follows, depending on local variations as appropriate:

- 4.1 The majority of the water should be "book-able" space, that is, a programme heavily focused on regular use for groups and clubs (lane swimming). This ensures maximum usage from long term customers or user groups (as per section 2.2).
- 4.2 Continuity of provision is critical; most groups require regular use and need a settled programme of access. Any changes should involve long lead in times.
- 4.3 Pre-school swimming (adult and child) should be programmed between 9.30-11.30am and 2-4pm Monday-Friday.
- 4.4 Learn to Swim (school aged children) should be programmed from 3.30-6.30pm Mon – Fri and 8 –11am weekends.
- 4.5 Club swimming should be programmed between 5.30-8.30am and 4-8pm depending on the location of the pool in relation to schools. (Due to reduced travel time, schools which are closer to swimming pools can swim later in the morning and earlier in the afternoon within the outlined times).
- 4.6 Pool managers should look to programme across the range of pools within their area, targeting the most appropriate facilities for learn to swim (smaller sized, shallow pools), others for club swimming (25m tank), and others for the relevant discipline activity (eg. pools with the necessary depth to accommodate synchronised swimming and water polo should be targeted for booking by these users). The aim should be to match user groups to the most appropriate facilities in the local authority area.

Scottish Swimming has identified a number of pool programmes for your review. The examples used are not an exclusive list; they have been selected based on our knowledge of the steps taken to offer an integrated programme for a range of users. Once consideration is given to programming facilities across pools in a given area, Scottish Swimming suggests that pool providers take account of local demographics to ensure that community needs are met. Please find a sample programme in Appendices B-F:

- 50m pool – Appendix B
- 25m pool with learner pool – Appendix C
- 25m pool alone – Appendix D
- Small community pool (<25m) – Appendix E
- School pool – Appendix F.

Pool operators work to ensure that all programmed activities take place under safe supervision. Towards this end, Scottish Swimming, along with the other home country swimming associations, the

Royal Life Saving Society UK and the Institute of Sport and Recreation Management have produced guidance on how this should be achieved. This guidance is for the support of all pool operators and is attached as Appendix G.

5.0 Planning, Partnerships and Access Agreements

Many clubs are unable to secure the necessary quantity of water at the right time and at a reasonable cost. In order to secure appropriate water, and to protect the terms on which the water has been agreed over a long period, clubs and pool operators should come together to formally agree arrangements.

Scottish Swimming's team can support the planning process with Regional Swimming Development Managers in place to facilitate meetings and share best practice.

5.1 Club Planning

It is important that clubs define clearly their aims, objectives, strengths and weaknesses in the form of a plan. The plan should include a statement of where they are now, where they would like to be and how they are going to get there.

While our 160 clubs vary greatly in size and in focus along the swimmer pathway, they share the need for teachers, coaches and volunteers. These are critical to ensuring clubs are vibrant parts of the local community. Effective planning can help target gaps in the human resources needed to run and lead a club, and Scottish Swimming can support this area of development through its Education and Volunteer strategies. (Scottish Swimming UK Coaching Framework Operational Plan, 2009 and Scottish Swimming's Volunteer Development Strategy, 2007).

The planning process should also help the club define what training access (pool and land) is required to deliver their aims and objectives. One recognised vehicle for securing help to develop a plan is Scottish Swimming's club development programme, swiMark (see www.scottishswimming.com for further details).

Scottish Swimming recognises that even with an agreed plan in place and the best attempts to support club activity, there can still be constraints on water time. In such a case, we recommend that clubs work in partnership with other clubs in the area in order to access the best pool time for all. Scottish Swimming has pursued a "performance development coach and training squad strategy" whereby we work with club/s who come together to fund a coaching position for their best swimmers, thereby reducing pressure on water, and creating a powerful, united partnership for liaising with the local authority and/or other pool providers.

The club planning process and the process of engaging with neighbouring clubs should ideally lead to the development of a Principal Partnership Agreement, a Club Partnership Agreement and an Access Agreement.

5.2 Partnership Agreements

5.2.1 Principal Partnership Agreement

This is a document which brings together the pool provider, the club(s) and Scottish Swimming in a local authority area. Scottish Swimming suggests that in the ideal world, there would be 32 partnership agreements in place in Scotland, one for each local authority area. The document sets out:

- The purpose of the agreement
- The partners involved
- The term of the agreement
- Key obligations from each partner
 - This may include agreements on, for example, coaching and water access. These items could also form separate agreements supplementary to the main one.
- A mechanism for resolving disputes

5.2.2 Club Partnership Agreement

In areas where there is more than one club, a precursor agreement may be needed to establish how the clubs are going to work together, and who will be the clubs' representative at discussions about the principal partnership agreement. A Club Partnership Agreement describes:

- The purpose of the agreement
- The partners involved
- The term of the agreement
- Objectives of the group
- Governance
- Officers
- Management
- Finance
- A mechanism for resolving disputes

5.3 Club Access Agreement

This is a document that sits within the framework of the Principal Partnership Agreement. This document specifies the following:

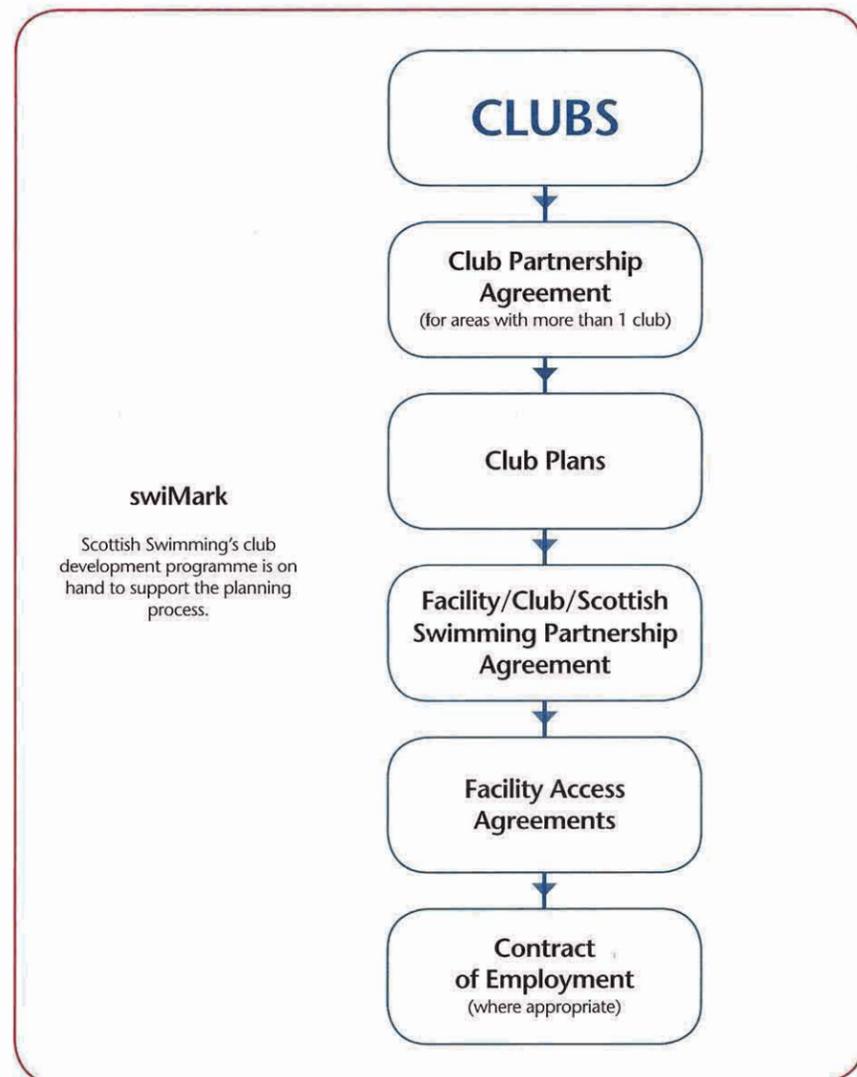
- The purpose of the agreement
- The partners involved
- The term of the agreement
- Defining roles and responsibilities
- A mechanism for resolving issues, ex, cancellations, other users, etc.
- The availability and cost of water
 - Number of sessions
 - Length of sessions
 - Time of day and balance of sessions
 - Lanes v whole pool
 - Poolside space (pre and post training session)
 - Equipment on poolside
 - Pool depth
 - Pool equipment (lane ropes/blocks/pace clock)
 - Use of equipment – pool owned or not
 - Storage space
 - Land Training - Time/Space/Equipment
 - Lifeguarding

Access agreements should be easy to understand and widely available.

The outlined agreements and the appendix at which a working example can be found as detailed on page 11. The format and text for each document might not be appropriate for your area and/or your specific circumstances. For example, in the case used for a Principal Partnership Agreement, this

document also contains the agreement for a Performance Development Coach. This is not always the case and the principal agreement can contain as many or as a few sub agreements as each area would like. Further, the agreement may be with a council, a trust, and/or a private operator. It is our hope that the documents will offer a framework for your development.

Figure: Planning, Partnerships, Agreements, and Appendices



6. Conclusion

Scottish Swimming believes that the effective use of Scotland's swimming pools is critical to the success of our sport. We recognise that Scotland might not have the resources to refurbish and build as many swimming pools as we would wish and that the economic reality is that pool providers and clubs may face difficult choices in the years to come. However, we hope the principles and examples featured in this guide provide ideas for reviewing pool programmes and help pool operators and clubs work together more effectively to make better use of our limited water.

Scottish Swimming will share this guide with clubs, swim schools, members, pool operators and partners. Our Regional Swimming Development Managers (North, West, East, Central, Tayside & Fife) and other staff members will take the guide and its messages with them as a reference tool to meetings as they travel the country to support good practice and help partners tackle any swimming challenges they may face.

If you have feedback on the above document, or wish to provide additional examples and ideas for future versions of the document, please do not hesitate to get in touch: facilities@scottishswimming.com or 01786 466 520.

Additional references:

- Scottish Swimming Facility Strategy 2009-2014
- Scottish Swimming UK Coaching Framework Operational Plan, 2009
- Scottish Swimming's Volunteer Development Strategy, 2007

7. Appendices

For electronic copies of the templates below, please visit the "download" section on the Scottish Swimming website (www.scottishswimming.com) under "facilities".

- A) Programming Principles and Revenue Generation
- B) Main Pool (50m) – Example Programme
- C) Main Pool (25m) with Learner Pool – Example Programme
- D) Main Pool Only (25m) – Example Programme
- E) Community Pool (<25m) - Example Programme
- F) School Pool – Example Programme
- G) Safe Supervision Guide
- H) Club Plan – Template
- I) Principal Partnership Agreement – Template
 - I.1 Performance Coach Job Description
 - I.2 Performance Coach Person Specification
 - I.3 Performance Coach Contract
- J) Club Partnership Agreement - Template
- K) Access Agreement – Template
 - K.1 Pool Hire Charges

Appendix A – Programming principles and revenue generation

Financial assistance is required to operate swimming pools and so income generation is critical to reducing the subsidy required and to ensuring the long term success of a facility. In order to meet income generation targets and wider participation targets set by sportscotland and local government, while also supporting the development of the swimmer pathway, a number of principles are outlined:

- Regular club usage ensures guaranteed and regular income
- Each step of the swimming pathway should be seamless and inextricably linked – development supporting performance and lifelong participation and performance inspiring development
- A levy from the profitable elements of the pathway (learn to swim) is needed to support the infrastructure for delivering at the performance-development and performance levels
- The levy is cumulated to support the infrastructure needed for a vibrant pathway (swimming development officer, performance development coach, performance development water, training etc)

Based on a 25m x 6 lane pool, income for a pool in Aberdeenshire is outlined below. This is an example only. The figures will vary depending on local markets and a number of other factors. For example, a facility with a learner pool will benefit from greater income for learn to swim and club usage.

1. Aberdeenshire – Sample Pool Income Table (July 2006)

Activity	Income	%
Sale of materials	£2,842	1.2%
Swimming admissions	£75,748	32.5%
Charges for lessons	£109,281	46.9%
Hire of Facilities - club swimming	£26,370	11.3%
Hire of Facilities - other	£6,214	2.7%
Internal hire of facilities - SAS programme	£6,045	2.6%
Internal hire of facilities - school swimming	£3,083	1.3%
Advertising Income	£123	0.1%
Recoveries - coin box	£672	0.3%
Other	£2,725	1.2%
Total	£233,103	100.0%

Aberdeenshire operate 13 pools. Across them all, conducting a vast number of learn to swim lessons, c £685,000 is generated each year.

2. Aberdeenshire – Learn to Swim Lessons from 13 Pools (July 2009)

Lessons	218,469
Price per lesson	£3.15
Total Income	£684,999

Aberdeenshire took the strategic decision to levy each learn to swim lesson for reinvestment into the swimmer pathway. In doing so, they secure the annual budget needed for a full-time swimming development officer, as well as a full time performance swimming coach (c £59,000/year). Further, they reinvest into the training of their teachers and coaches through a separate levy for education (c £22,000/year).

3. Aberdeenshire – Development Levies*

Levy/lesson for development/performance staff	£0.27
Total lessons	218,469
Staffing Budget	£58,987
Levy/lesson for teacher/coach training	£0.10
Total Lessons	218,469
Training Budget	£21,847
Net Income	£604,165

* The lesson levy (27p/lesson) was taken from the original cost of a lesson; the training levy (10p/lesson) was added to the original cost.



Scottish Swimming supports Aberdeenshire's approach to swimming and believes the learn to swim levy is effective in ensuring the sustainability of a swimmer pathway that is supported in its entirety.

Appendix B – 50m Pool – Example Programme

National Swimming Academy – University of Stirling

In programming the 50m National Swimming Academy pool at the University of Stirling, a number of priorities were established. Forty-nine percent of weekly water time is for use by high performance swimming groups. These groups have priority over users of the 51% of weekly water for non-performance use. Effectively, non-high performance users “fill-in the gaps” not used by high performance users.

Priorities for booking water for high performance use is as follows with the first user having the top priority:

1. British Swimming’s Intensive Training Centre (ITC) water
2. Stirling Performance Squad water
3. Scottish Swimming (SS) – weekend performance water (SASA)
4. British Swimming’s Disability Performance Squad water (GB DIS)
5. Triathlon Scotland water (Tri SCO)
6. Stirling Swimming Club water (SASC)
7. University of Stirling Swimming Club water (SU Swim)

The above agreement ensures transparency over the allocation of water and ensures that water is booked sequentially to ensure the top priority has the most appropriate water confirmed first.

The University has access agreements/contracts with the various high performance users. Charges for high performance users are heavily discounted. Consequently, income percentages are: 32% from high performance use and 68% from non-high performance use.

Overleaf is an example of the programme at the National Swimming Academy as well as a tool for programming water (downloadable in Excel).

Scottish Swimming supports the University of Stirling’s approach to running the NSA. They have adopted a clear culture for the facility, programming water effectively so that each user knows when and where they fit within the facility’s schedule.

Time/Lane	Monday												Tuesday												Wednesday												Thursday												Friday												Saturday												Sunday																
	1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7	8	9	10	11	12					
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Appendix C – Main Pool (6 Lanes x 25m) With Learner Pool (80m²) – Example Programme

The Peak, Stirling Council

The Peak is managed by Active Stirling, a Charitable Trust. When programming the pools at The Peak, three main areas were catered for:

- 1. Public Swimming** – There had been no public swimming at a community swimming pool in Stirling, since the closure of Rainbow Slides in February 2008. Provision for the general public was essential.
- 2. Learn to Swim (LTS)** – As a result of the closure of the main teaching hub, Active Stirling were restricted to evening and weekend use of local school pools. As a result, the LTS programme was scaled down until The Peak opened. During this period, the waiting list for LTS grew to over 1000.
- 3. Clubs** – During the Rainbow Slides closure, the local clubs suffered. All of the clubs were consulted in advance of the Peak opening in order to discuss their requirements.

The Peak opened in April 2009. Since opening, the programme has been monitored on a weekly basis. Minor adjustments have been made in order to cater for the demands of the users.

School Swimming and Partnership Working:

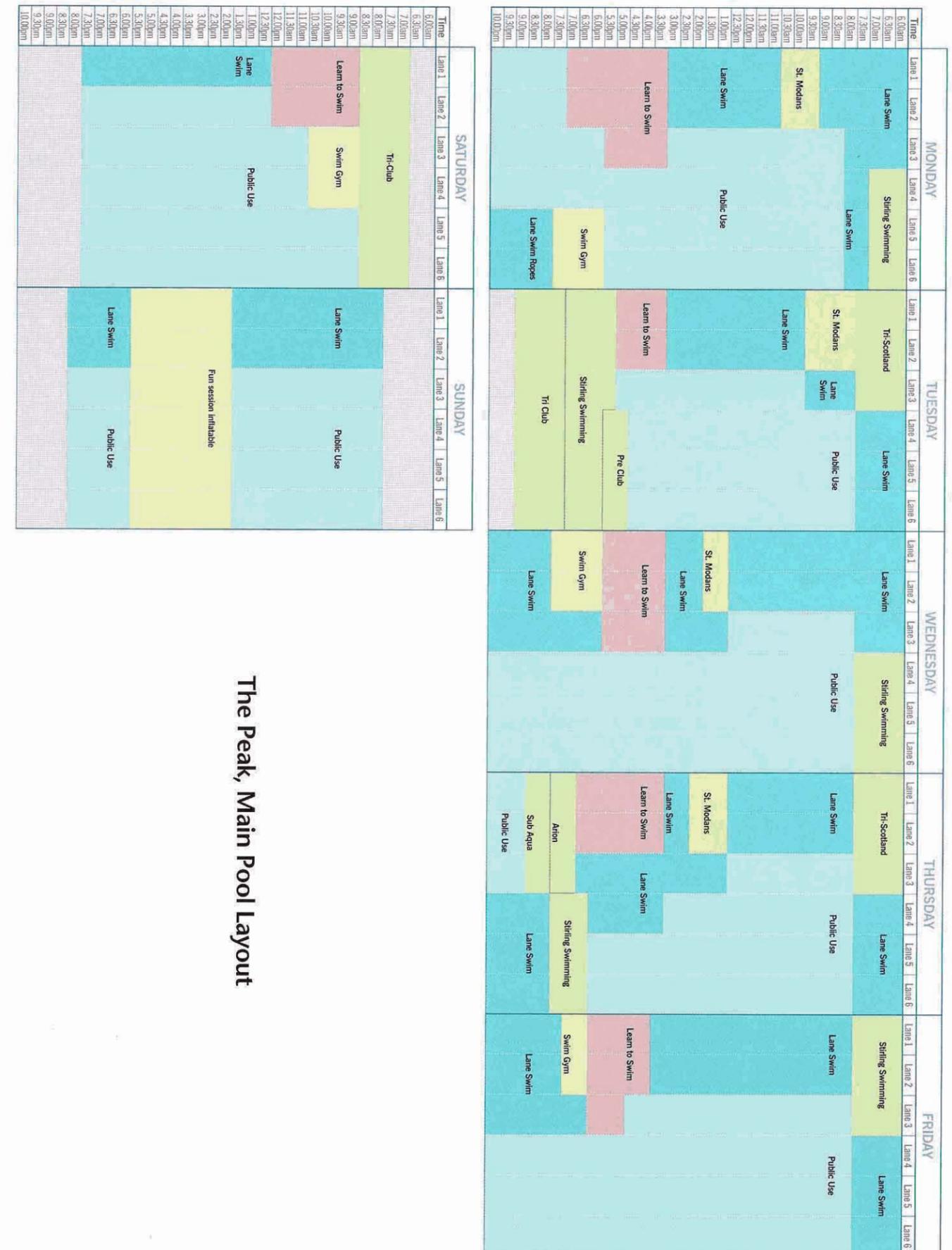
Discussions have been held with Children's Services (Stirling Council), regarding the Primary 5 swimming programme, which provides a 10-week block of swimming lessons for all P5 children in the Stirling area. Following these discussions it has now been decided that the programme in its entirety will be transferred from Riverside Primary School's pool to The Peak. This partnership approach is a notable step forward in the overall development of swimming in Stirling.

The Peak provides:

- Lane/Public swimming every weekday morning from 6am
- 200 swimming lesson per week (inc. Adult&Child, Pre-school, LTS) for over 1000 children
- Over 20 hours of club access, for 5 different aquatic clubs
- Aquacise classes for circa 100 customers per week
- 7 hours of coached SwimGym sessions
- A 3 hour long weekend fun session
- Access for adults and children to the water confidence pool
- Provision for 'Healthy Hearts', in conjunction with the NHS base in The Peak
- Access for secondary schools
- Access for the Primary 5 swimming programme that provides swimming lessons for 26 local primary schools
- 1-2-1 and Adult Beginner lessons



Scottish Swimming supports Active Stirling's approach to pool programming at the Peak, identifying and catering for key users while creatively programming the water across both their main and learner pools.





The Peak, Training Pool layout

Monday				Tuesday				Wednesday				Thursday				Friday				Saturday			Sunday								
Lane 1	Lane 2	Lane 3	Pool Depth	Lane 1	Lane 2	Lane 3	Pool Depth	Lane 1	Lane 2	Lane 3	Pool Depth	Lane 1	Lane 2	Lane 3	Pool Depth	Lane 1	Lane 2	Lane 3	Pool Depth	Lane 1	Lane 2	Lane 3	Pool Depth	Lane 1	Lane 2	Lane 3	Pool Depth				
7:00am Lane Swim			1.2m	7:00am Lane Swim			1.2m	7:00am Lane Swim			1.2	7:00am Lane Swim			1.2	7:00am Lane Swim			1.2	7:00am Lane Swim			1.2m	7:00am Public Use			0.5m	7:00am Public Use			0.5m
8:00am Public Use				8:00am Public Use				8:00am Public Use				8:00am Public Use				8:00am Public Use				8:00am Public Use			1.2m	8:00am Public Use			0.5m	8:00am Public Use			0.5m
9:00am Adult & Child 1 Boom			0.5m	9:00am Adult & Child 1 Boom			0.5m	9:00am Adult & Child 1 Boom				9:00am Adult & Child 1 Boom			0.5m	9:00am Adult & Child 1 Boom			0.5m	9:00am Pre School			1.2m	9:00am Pre School			1.2m	9:00am Pre School			1.2m
10:00am Pre School				10:00am Pre School				10:00am Pre School				10:00am Pre School				10:00am Pre School				10:00am Pre School			0.9m	10:00am Pre School			0.5m	10:00am Pre School			0.5m
11:00am Public Use				11:00am Public Use				11:00am Public Use				11:00am Public Use				11:00am Public Use				11:00am Public Use			1.2m	11:00am Public Use			1.2m	11:00am Public Use			1.2m
12:00pm Public Use				12:00pm Public Use				12:00pm Public Use				12:00pm Public Use				12:00pm Public Use				12:00pm Public Use			1.2m	12:00pm Public Use			0.5m	12:00pm Public Use			0.5m
1:00pm Pre School				1:00pm Pre School				1:00pm Pre School				1:00pm Pre School				1:00pm Pre School				1:00pm Pre School			1.2m	1:00pm Pre School			1.2m	1:00pm Pre School			1.2m
2:00pm Public Use				2:00pm Public Use				2:00pm Public Use				2:00pm Public Use				2:00pm Public Use				2:00pm Public Use			1.2m	2:00pm Public Use			1.2m	2:00pm Public Use			1.2m
3:00pm Learn to Swim			1.0m	3:00pm Learn to Swim			1.2m	3:00pm Learn to Swim			1.2m	3:00pm Learn to Swim			1.2m																
4:00pm Public Use				4:00pm Public Use				4:00pm Public Use				4:00pm Public Use				4:00pm Public Use				4:00pm Public Use			1.2m	4:00pm Public Use			1.2m	4:00pm Public Use			1.2m
4:30pm Learn to Swim			1.2m	4:30pm Learn to Swim			1.2m	4:30pm Learn to Swim			1.2m	4:30pm Learn to Swim			1.2m																
5:00pm Public Use				5:00pm Public Use				5:00pm Public Use				5:00pm Public Use				5:00pm Public Use				5:00pm Public Use			1.2m	5:00pm Public Use			1.2m	5:00pm Public Use			1.2m
6:00pm Public Use				6:00pm Public Use				6:00pm Public Use				6:00pm Public Use				6:00pm Public Use				6:00pm Public Use			1.2m	6:00pm Public Use			1.2m	6:00pm Public Use			1.2m
6:30pm Public Use				6:30pm Public Use				6:30pm Public Use				6:30pm Public Use				6:30pm Public Use				6:30pm Public Use			1.2m	6:30pm Public Use			1.2m	6:30pm Public Use			1.2m
7:00pm Adult Lessons			1.4m	7:00pm Adult Lessons			1.2m	7:00pm Adult Lessons			1.2m	7:00pm Adult Lessons			1.2m																
8:00pm Public Use				8:00pm Public Use				8:00pm Public Use				8:00pm Public Use				8:00pm Public Use				8:00pm Public Use			1.2m	8:00pm Public Use			1.2m	8:00pm Public Use			1.2m
9:00pm Public Use				9:00pm Public Use				9:00pm Public Use				9:00pm Public Use				9:00pm Public Use				9:00pm Public Use			1.2m	9:00pm Public Use			1.2m	9:00pm Public Use			1.2m

Appendix D – Main Pool Only (25m) - Example Programme

Hamilton Water Palace, South Lanarkshire

South Lanarkshire Leisure (SLL) operates Hamilton Water Palace as a multi purpose leisure centre.

Within the Centre there is a 25m, 6 lane pool with movable floor, free form leisure pool with outdoor lagoon area, flume rides and water features and an “Interactive Pirate Ship” in the under 8s pool which is 0.3m deep.

The pool offers a balanced programme of swimming lessons - groups, private and schools, club sessions, both competitive and recreational, fun sessions and lane swimming. The pool also has a sub aqua club during the winter months.

Within the facility, SLL supports a complete swimming pathway from Parent and Toddler right through to club swimming. For those who do not wish to follow the competitive route, the centre has a recreation swim club based at the pool as well as the Sub Aqua.

During the school holidays, Hamilton Water Palace offers ‘crash course’ swimming lessons and taster sessions in rookie lifeguard, diving and snorkelling as well as the traditional strokes. Each activity, if not continuing in the facility pool, is available elsewhere in South Lanarkshire.

Hamilton Water Palace – Annual attendance Review

	2008/09	2007/08	Difference	%
Wetside attendance				
Swimming	176135	173486	2649	1.53%
Clubs	8868	7748	1120	14.46%
Group Lessons	42752	40886	1866	4.56%
Private Lessons	3225	2318	907	39.13%
School Lessons	9019	11132	2113	18.98%*
Health Suite	41803	43864	2061	-4.70%
Total	281802	279434	2368	0.85%

*School attendance is down due to the relocation of a high school which had previously been within walking distance of the facility.

Scottish Swimming supports South Lanarkshire's innovative approach to swimming. Hamilton Water Palace offers a balanced programme catering for a host of users throughout the week.



Appendix E – Community Pool (<25m) – Example Programme

Grangemouth High School, 6 Lanes x 20m

There are a number of groups coming together to use the swimming pool at Grangemouth High School. These include:

- Grangemouth High School
- Active Schools
- Falkirk Integrated Regional Swim Team (FIRST)
- Falkirk Otter Swimming Club & Grangemouth Swimming Club
- The Public
- UKCC Level 1 Teachers Course (during holidays)

Both Falkirk Council Education Services (Active School) and Falkirk Council Community Services (Swimming Development) are working together for the growth and success of swimming in Falkirk. Swimming Development supply a teacher for P5 non-swimming classes (swimmers who cannot swim after the term of swimming lessons). They also train high school pupils as assistant teachers (qualified to UKCC Level 1).

FIRST

The Falkirk Integrated Regional Swim Team (FIRST)¹ is a partnership between Bo'ness ASC, Falkirk Otter ASC & Falkirk Council to offer training to a group of high performance swimmers, supported by a full time Head Coach. (This is a "performance development coach" position as per Appendix H.)

It would be preferred to have a 25m pool for the elite level training group. The squad use to access 5 x 2 hours sessions at Larbert High School (25m), mainly from 7-9pm. However, it was felt that moving to Grangemouth (20m) would be a step forward because:

- The venue was more central to the two participating clubs
- The venue offered 6 lanes, allowing the coach to separate swimmers
- Better pool time could be accessed (due to partnership agreement with High school – sports department): 5 x 2.5hours per week – 5-7.30pm (a more conducive time for school work/exams)

As a result of the move, performances for the swimmers have not been affected. In fact, there have been an increased number of qualifiers for the British Championships. Further, there has been an increase of the number of swimmers joining the programme from Bo'ness ASC (due to the closer proximity of the training venue to Bo'ness). In general, swimmers and parents seem in favour of the earlier training times.

Scottish Swimming supports South Lanarkshire's innovative approach to swimming. Hamilton Water Palace offers a balanced programme catering for a host of users throughout the week.

¹ Officially the school leads on pool access until 6pm, however, due to the partnership in place, FIRST is allowed earlier access.

Public
F.I.R.S.T
Falkirk Otters
School Groups Clubs
Grangemouth SC
Adult Lessons
(SwimGym)



Time	Monday	Tuesday	Wednesday	Thursday	Friday
15:00	After School Program & Classes (P5 non-swimmers, Water Polo, Swimming Club, Teachers Club)	F.I.R.S.T Swim Squad	F.I.R.S.T Swim Squad	F.I.R.S.T Swim Squad	F.I.R.S.T Swim Squad
15:30					
16:00					
16:30					
17:00					
17:30	F.I.R.S.T Swim Squad	F.I.R.S.T Swim Squad	F.I.R.S.T Swim Squad	F.I.R.S.T Swim Squad	F.I.R.S.T Swim Squad
18:00					
18:30	F.I.R.S.T Swim Squad	F.I.R.S.T Swim Squad	F.I.R.S.T Swim Squad	F.I.R.S.T Swim Squad	F.I.R.S.T Swim Squad
19:00					
19:30	F.I.R.S.T Swim Squad	F.I.R.S.T Swim Squad	F.I.R.S.T Swim Squad	F.I.R.S.T Swim Squad	F.I.R.S.T Swim Squad
20:00					
20:30	Adult Lessons (SwimGym)	Public	Falkirk Otter	Public	Grangemouth SC
21:00					

Time	Saturday	Sunday
11:00	School use	Public
11:30		
12:00		
12:30		
13:00		
13:30		
14:00		
14:30		
15:00		
15:30		
16:00	Public	
16:30		
17:00		

Appendix F – School Pool – Example Programme

Larbert High School, Falkirk Council, 5 Lanes x 25m

There are a number of groups coming together to use the school pool in Larbert. This includes:

- Falkirk Council Education Services (School) – after school clubs
- Falkirk Council Community Services (Swimming Development) – Learn to Swim Scheme²
- Swimming Club – Grangemouth Swimming Club
- Social Groups – Boys Brigade
- Private companies – Swim Easy
- Public

As with their innovative use of a community pool (Appendix E), Falkirk Council Education Services (Active Schools) and Community Services (Swimming Development) are working in partnership to access school pools when they had previously been unused. Swimming Development supply a teacher for P5 non-swimming classes (swimmers who cannot swim after the term of swimming lessons). They also train high school pupils as assistant teachers (qualified to UKCC Level 1). Partnership is also in place for supporting the school swimming club.

School Pool Review

Falkirk Council have taken a strategic approach to their pool programming, reviewing their 6 schools' pools holistically to allocate water across the venues to the most appropriate users. They also consider their 3 public schools at the same time, and work with West Lothian on coordinated planning for teacher training and continuous professional development. With Bo'Ness being on the border between the two local authorities, and many West Lothian learn to swim children joining Bo'Ness, a friendly partnership is in place.

The key objective is to ensure that there are always 2 school venues per day available for public use between 6-10pm. Each club works in 2 pools in order to secure their 5 x 2 hour sessions and 1 x 3 hour session.

With respect to Larbert High School, meetings were held with all the swimming clubs, leisure services and Swimming Development to spread the collective water time across the pools in the area. The aim is for:

- Each club to have a main venue
- Each club to access appropriate pool allocation: time of evening, length of session, number of lanes
- The public to access each of the pools during the week
- Retention of existing swimming lesson

Future plans for utilising the remaining pool space are in place and include increasing the number of lessons, SwimGym sessions, and Water Polo.

Scottish Swimming supports Falkirk Council's vision for the use of school pools for a host of community users and recognizes their commitment to continuous programme review.

² Officially the school has the pool booked until 6pm, however, due to the partnership in place, the learn to swim scheme is allowed earlier access.

Time	Monday	Tuesday	Wednesday	Thursday	Friday
15:00	New usage planned	School Club	School Club	New Usage Planned	New Usage
15:30					
16:00	Grangemouth SC	Public	Grangemouth SC	Public	Grangemouth SC
16:30					
17:00	Active School P5 non-swimmers	Shared	Learn to Swim	Shared	New Usage
17:30					
18:00	Public	Public	Public	Public	New Usage
18:30					
19:00	Grangemouth SC	Public	Grangemouth SC	Public	Grangemouth SC
19:30					
20:00	New Usage	Public	Boys Brigade	New Usage	New Usage
20:30					
21:00					

Public
Grangemouth SC
Social Groups
Lessons only
Private swim school
Shared (Public & Lessons)
New usage planned – targeted for more lessons, adult lessons (Swim Gym) and water polo

Time	Saturday	Sunday
09:00	Public	SWIMEASY
09:30		
10:00	Shared	SWIMEASY
10:30		
11:00	Public	SWIMEASY
11:30		
12:00	Public	SWIMEASY
12:30		
13:00	Public	SWIMEASY
13:30		
14:00	Public	SWIMEASY
14:30		
15:00	Public	SWIMEASY
15:30		
16:00		

Appendix G - Safe Supervision

It should be noted that where there is reference to "Teacher" and "teaching", this refers and applies equally to "Coach" and "coaching".

Definition of Supervision

Supervision

UKCC regulations state that a Level 1 Teacher should teach under the supervision of a Level 2 Teacher or above. The supervisory aspect relates to two main areas, i.e. safe practice and best practice and provides the opportunity for the Level 1 teacher to be mentored by the supervisory teacher.

The degree of supervision and support required will vary and should reflect a risk assessment carried out by the supervisory teacher. The risk assessment will take into account a range of factors including:

- Competence and experience of the Level 1 Teacher
- Lifeguard provision – is the supervising teacher carrying out a dual role of teacher and lifeguard; does the teacher being supervised hold an appropriate lifeguard qualification
- Design of the pool where the teaching is taking place
- Ability of pupils being taught by the assistant and the supervising teacher

Ultimately, the responsibility for the group being taught by the Level 1 Teacher rests with the supervising teacher. It is essential; therefore, that the supervising teacher is positioned close enough to the Level 1 teacher to be able to observe the teaching that is taking place and to intervene if this is considered necessary. It is essential, however, that any intervention required does not jeopardise the safety of the group being taught by the supervising teacher.

The role being carried out by the supervising teacher will impact upon the number of teachers being supervised at any one time. If the supervising teacher is not directly responsible for a group of swimmers she/he may supervise a

maximum of 6 assistant teachers (subject to the risk assessment referred to above). However, if the supervising teacher is directly responsible for teaching a group then it is recommended that their supervision of other assistants be limited to a maximum of 2 and that the function of the lifeguard be carried out by a person not included in the teaching process.

1. Introduction

This guidance is aimed at the owners and operators of all swimming pools where teaching or coaching takes place, and at those who undertake such activities. Safe Supervision is endorsed by Scottish Swimming (SASA), Amateur Swimming Association (ASA), Swim Wales (WASA) the Institute of Sport and Recreation Management, Lifesavers (The Royal Life Saving Society UK) and the Institute of Swimming. It deals with risk assessment, safety supervision and the safe ratios of pupils to teachers and coaches. This is the second edition of Safe Supervision and supersedes all previous guidance.

2. The Legal Background

Owners, operators and occupiers of swimming pools must follow the general duties and responsibilities in the Health & Safety at Work etc Act 1974 and the Management of Health and Safety in the Work Place Regulations 1992. They are obliged to take all reasonable and practicable measures to ensure teaching and coaching activities are conducted safely. They have the overall responsibility for every person on the premises.

3. Programmed And Unprogrammed Activities

This publication is about programmed activities – those with a formal structure: disciplined, supervised or controlled and continuously monitored from the poolside.

This includes swimming lessons, coaching sessions and other tuition such as diving, water aerobics, synchronised swimming, water polo and teaching water activities to people with learning difficulties or physical disabilities. Teachers and coaches of these and similar activities should hold appropriate, recognised teaching/coaching qualifications.

Managing Health & Safety in Swimming Pools, a guidance document from the Health and Safety Commission and Sport England, indicates that programmed sessions, under certain circumstances, may have fewer lifeguards than unprogrammed sessions.

4. Safe Supervision

Managing Health & Safety in Swimming Pools recommends that everybody providing lifeguard functions – whether lifeguards or teachers and coaches – should hold an appropriate lifesaving award or qualification. A lifeguard may not be required in programmed sessions when the teaching and coaching of swimming is taking place. In these situations, where the risk is limited due to the nature of the activity and the degree of control exercised, the teacher or coach may provide the safety cover. However they should have the appropriate lifesaving competencies, which include rescue skills, Cardio-Pulmonary Resuscitation (CPR), and have knowledge of relevant aspects of the Pool Safety Operating Procedures (PSOP).

Where teachers are directly responsible for supervising the swimming pool, performing the role of lifeguards in an unprogrammed pool session, they too should have the competencies and skills required of a lifeguard in those circumstances.

Where programmed sessions are the only activity in the pool, teachers or coaches may provide the safety cover providing they hold an appropriate UKCC swimming teaching or coaching qualification or equivalent plus:

- A current *Lifesavers* National Pool Lifeguard qualification, any equivalent award, or
- The National Rescue Award for Swimming Teachers and coaches, or

- The Rescue Test for Swimming Teachers and Coaches
- The National Rescue Award for Swimming Teachers and Coaches is jointly recognised by Scottish Swimming, Amateur Swimming Association, Swim Wales, *Lifesavers*, the Institute of Swimming and the Institute of Sport and Recreation Management as being appropriate for programmed activities.

Where the pool is in *shared use* and clearly divided between *programmed and unprogrammed* swimming activities, suitably qualified teachers and coaches may take responsibility (both for lifeguard cover and teaching and coaching) – but only for the programmed area of the pool and within the agreed ratio of pupils to teacher and coach.

Where the *shared use is not clearly defined* between programmed and unprogrammed activities supervision must be provided in accordance with the pool's normal operating procedures.

Helpers and support teachers who are not qualified can play a valuable role in supporting qualified staff responsible for the safe delivery of programmed pool activities.

5. The Role Of Risk Assessment

The circumstances and design of swimming pools vary greatly: a standard solution to cover every pool is not practicable, so risk assessment is the essential first step – for any pool, and certainly when setting up teaching or coaching. A risk assessment must:

- Identify hazards
- Assess risks
- Indicate, as far as is practicable, the measures required to control these hazards and risks.

These control measures should then be incorporated in written pool safety operating procedures (PSOP) which consists of a normal operating plan (NOP) and an emergency action plan (EAP). When preparing these, management should consult fully with swimming teachers,

coaches, schoolteachers and others who bring groups to the pool.

The PSOP must clearly state the safety and supervisory requirements for all activities in the pool. Coaches and teachers must be familiar with and practised in the relevant aspects of the PSOP. This helps to ensure the consistency of standards.

6. Safety Factors In Risk Assessment

Each pool will have unique features that make particular demands on safety. This section highlights six important factors.

Pool design

The suitability of the general design of the pool area for teaching and coaching includes:

- Shape and blind spots
- Special water features such as sprays, inlets and wave machines
- Blind spots resulting from the position of features or equipment
- Glare, reflection, lighting and noise

Depth

Its importance in relation to the ability and height of the pupils include:

- The depth and extent of shallow water areas
- The extent of deep water areas
- The pool floor profile, in particular sudden changes in depth
- The possibility of being able to segregate the shallow water area (e.g. roping off and using a boom)

Water quality

Two factors need to be considered:

- The temperature of the pool water (and the air) in respect of comfort – bearing in mind pupils' size, age and physical ability
- Clarity of the pool water

Pool organisation

The arrangements of the lesson must be considered:

- Who has the responsibility for the pool
- Is there exclusivity of use?
- Is there shared use with other activities?

- If use is shared what are the implications? (e.g. lifeguarding responsibilities)

Staffing

The skills and experience of staff and the ratio of pupils to teachers/coaches are important; consideration needs to be given to:

- The qualification and number of teachers, coaches and lifeguards required
- The skill of teachers, coaches and lifeguards
- The degree of support and help provided by appropriate helpers, including parents, school assistants and auxiliaries

Pupils and ability

The factors to be considered include:

- The age of pupils
- The range of their swimming ability. This should be known by the teacher or coach and each new pupil should be checked at the first lesson, in shallow water
- The use of flotation aids
- The ability of pupils to comprehend instructions including their command of the language in which the lesson is taught
- Any physical disabilities or learning difficulties

7. Teaching From The Poolside

In the situation where the teacher has responsibility for groups comprising more than two pupils the recommended teaching position is from the side of the pool as this provides the best position to oversee the whole group in terms of safety and to provide appropriate feedback on the performance of each person in the group.

This does not preclude a teacher being in the water to assist pupils either on a 1:1 or 1:2 basis or as an assistant to the class teacher. In fact for groups of more than two pupils a fully qualified teacher on the poolside supported by an assistant in the water may be ideal.

It is recognised, however, that in some circumstances the teacher will have assessed the risk and may feel it is more appropriate to teach from within the water. For groups of more than two pupils this should only be considered after carrying out a risk assessment giving careful consideration of all the potential factors.

Factors to take into account include those identified above particularly pool depth, ability of pupils and the use of flotation aids. At all times the teacher must be able to clearly see all pupils and be close enough to provide physical support should this be required. In this way it may be practicable to supervise up to four pupils, ratios greater than this should not be considered unless additional helpers are available in the water.

8. Pupil Teacher Ratios

It is recommended that in the vast majority of cases encountered, pupil: teacher ratios should not exceed 20:1 – and in some cases should be less than that. These ratios are based upon safety

requirements and not the criteria for teaching. The paragraph given later headed *Exceptions* deals with those routine circumstances in which the 20:1 ratio can be exceeded.

Having taken into account the safety and other guidelines already dealt with, the recommendations here should be helpful in determining actual ratios for programmes swimming activities. The ratios given are for pupils in the water. Where the teacher is also responsible for pupils not in the water but on the poolside, then the ratios may need to be smaller or appropriate action taken as indicated in the paragraph given later headed *Exceptions*.

The ratios – not to be exceeded

Adult and Child classes 12:1	That is, up to twelve pairs (one adult and one child) to each teacher. For the purposes of this document the term child refers to – a child, less than 5 years of age
Non-swimmers and beginners 12:1	Young children, normally of primary school age or adults being introduced to swimming. If more than this number is being taught, other adults may be used to help the teacher/coach – see later paragraph headed <i>Exceptions</i> .
Improving swimmers 20:1	Swimmers of similar ability to each other who can swim at least 10 metres competently and unaided on their front and back. It is recommended that the lesson be confined to an area of the pool where pupils are not out of their depth.
Mixed ability groups 20:1	Pupils with a range of ability (from improver standard to competent swimmers) but where the least able and least confident are working well within their depth. Swimmers technique, stamina and deep water experience should be considered.
Competent swimmers 20:1	Those swimmers who can swim at least 25 metres competently and unaided on front and back, and can tread water for two minutes.
Competitive swimmers 30:1	Training only, with very competent swimmers
Synchronised swimming 20:1	In water over 1.8m deep the ratio should be considered in relation to swimming competence and the activity taking place. The teacher or coach must be able to rescue from the deepest part of the pool floor or be accompanied by a suitably qualified pool lifeguard.
Water Polo 20:1	Training only.
Aerobics in deep water 20:1	Pupils must be water confident and either wear an appropriate buoyancy aid or be competent swimming in deep water
Aerobics in shallow water 30:1	Pupils must be restricted to water within which they can safely stand and all must be able to stand up from lying in the water on their front or back
Diving – beginners and improver divers 12:1	Divers of similar ability who are comfortable and confident in deep water
Diving – competitive divers 15:1	This refers to the training of competent divers. A competent diver is one who is able to swim competently and is able to perform a safe forward dive and backward dive from the poolside, demonstrating control and awareness of both themselves and other users. The same applies from whichever diving board they choose to use.
Swimmers with disabilities 8:1	(With an appropriate number of helpers). Each situation must be considered independently as people with disabilities do not form a homogenous group. Care must be taken to ensure that there are sufficient helpers in the water to provide a 1:1 ratio for those needing constant support and a sufficient number of other helpers to provide the degree of support demanded by the range of disabilities within the group. There are national organisations for specific disabilities from whom further guidance may be obtained.

Exceptions

Organisational demands will sometimes make a teaching ratio within 20:1 virtually impossible. In these circumstances a qualified and skilled teacher can adopt a number of strategies to help with the management of the group. For example, another responsible person on the poolside, who is competent to recognise and respond to a pupil in difficulty, may provide the necessary supervision. In a school this could be an interested parent, a teaching auxiliary or a sixth form student training for a sport leader or similar award. They must always work under the supervision of the teacher and be absolutely clear on the nature and extent of their role.

Alternatively, pupils can be taught to work in pairs, immediately having the number in the water at any one time. The teacher instructs the resting pupils, who must be out of the water, to constantly observe their partners and to bring any concern to the immediate attention of the teacher.

Teachers can adopt these measures only where they are included in the pool's normal operating procedures, and not where there is:

- A wide variation in the swimming ability of the pupils
- Language or learning difficulties
- A large water area (more than 250sq metres)
- Deep water areas into which poor ability swimmers could stray and be out of their depth
- Difficulty in seeing beneath the water surface due to glare or reflection

9. Teachers' Responsibilities

Teachers and coaches must be trained, and able to carry out their role, in the pool's emergency action plan. They must ensure that:

- The pupils understand and regularly practise their response in an emergency
- The emergency procedures to evacuate the water and summon assistance are practised regularly in accordance with the requirements of the emergency action plan.

Safety considerations must always be paramount. If an employer or organiser insists on a

pupil:teacher ratio considered by the teacher involved to be inappropriate and potentially unsafe, then the teacher should express that concern:

- Verbally to the appropriate supervisor and/or employer at the time
- In writing, passed to the appropriate supervisor and/or employer
- In extreme circumstances a teacher or coach may have to consider whether it is safe to continue with a swimming lesson

10. Further Information And Guidance

Scottish Swimming (SASA)

National Swimming Academy
University of Stirling
Stirling, FK9 4LA
Tel: 01786 466520
website: www.scottishswimming.com

Amateur Swimming Association (ASA)

Harold Fern House
Derby Square
Loughborough, LE11 5AL
Tel: 01509 618700
Website: www.britishswimming.org

Welsh Swimming (WASA)

Swim Wales,
WNPS,
Sketty Lane,
Swansea, SA2 8QG
Tel: 01792 513636
Website: www.welshasa.co.uk

Institute of Swimming (IOS)

Harold Fern House
Derby Square
Loughborough LE11 5AL
Tel: 01509 618746
email: ios@swimming.org

Institute of Sport and Recreation Management (ISRM)

Sir John Beckwith Centre
Loughborough University, LE11 3TU
Tel: 01509 226474
website: www.isrm.co.uk

Lifesavers

The Royal Life Saving Society UK (RLSS UK)
River House
High Street
Broom, B50 4HN
Tel: 01789 773994
website: www.lifesavers.org.uk

Appendix H – Club Development Plan

Guide for writing a successful club development plan

The aim of a club development plan is to give clear focus to club committees to assist the growth and development of the club. A development plan should state **WHAT** needs to be done, **HOW** it will be done, **WHO** is responsible, **WHAT** are the targets/outcomes and **WHEN** will they be achieved. This grid has been designed to provide clubs with support in writing their development plans by using examples from across Scotland.

Here are some tips that will help you to write your club's development plan.

- Clarify who needs to be involved in the planning process. This could be the current club committee or a working group within the club; possibly parents and helpers who may have experience of writing plans from their jobs or experience with other sporting organisations
- Identify key areas of work
- Who can help / be responsible for implementing the aims
- Targets for achieving the aims
- Outcomes and impact for the club
- Any funding implications

To help with the process of writing the plan it is suggested the club should look at four main areas of club development:

- Swimmer Development
- Teacher/Coach Development
- Volunteer Development
- Club Management and Administration

Finally, it is important to continue to review your club's progress annually against the plan. Do not worry if you have not achieved every action; a review will highlight these areas and you can adapt your plan to help you move forward.

Four Year Club Development Plan (Date)

To be edited as appropriate for your club:

- Vision: To develop a strong community and competitive club, creating an enjoyable environment and allowing opportunities for people of all ages to fulfil their potential in swimming.
- Goals: A continually developing club; High standards of performance; Quality service to club members.

Objectives:

- Club growth and development
- Retention of swimmers
- Enhanced opportunities for competition
- Success at individual level
- Increased number of qualified teachers/coaches and officials
- Effective administration
- Links with external agencies

Four Year Club Development Plan (Date) – FOUR KEY AREAS

Area of Development – Swimmer Development

Main Areas	Responsibility	Outcome/Target	Target Date
Develop and implement an athlete recruitment and retention strategy.	<ul style="list-style-type: none"> Club Committee Volunteer Coordinator Coaches/ Teachers 	Strategy complete and in place.	
Improved links with learn to swim providers.	<ul style="list-style-type: none"> Learn to Swim Coordinator 	Increase in number of swimmers coming from Learn to Swim schemes to club.	
Develop an annual training and competition calendar.	<ul style="list-style-type: none"> Lead Coach Coach workforce 	Annual training calendar in place and communicated to swimmers/coaches/committee.	
Develop an accurate database of swimmers performance/PBs.	<ul style="list-style-type: none"> Coaches Committee Rep 	Database in place that swimmers and coaches can access.	
Develop an exit strategy for swimmers looking to leave club.	<ul style="list-style-type: none"> Coaches Committee Rep 	Exit strategy in place. Increased number of swimmers staying within club to volunteer.	
Provide ongoing opportunities for swimmers to access education e.g. nutrition, psychology, training, doping information.	<ul style="list-style-type: none"> Club Committee Training Coordinator 	Education calendar in place. External coaches/resources secured to deliver.	
Ensure all sections of the club have access to coaching.	<ul style="list-style-type: none"> Lead Coach Coach Workforce 	Continued technical improvement throughout. Consistent coaching throughout pathway.	
Develop an open day to attract new members.	<ul style="list-style-type: none"> Club Committee 	At least one open day offered annually.	
Parents' evening.	<ul style="list-style-type: none"> Club Committee Lead Coach 	Parents and swimmers gain understanding of all processes involved in swimmer's development. At least one parents' evening offered annually.	
Improvement in technical ability/technical lesson plans.	<ul style="list-style-type: none"> Lead Coach Coaching workforce 	All groups to work to lesson plans. Annual plan for all groups.	
Improvement in stats at District events.	<ul style="list-style-type: none"> Lead Coach Coaching workforce 	More swimmers competing -showing technical improvement.	
Increased number of swimmers in Squads.	<ul style="list-style-type: none"> Lead Coach Coaching workforce 	More swimmers achieving times in all groups.	
Improvement in stats at Nat level.	<ul style="list-style-type: none"> Lead Coach Coaching workforce 	More swimmers achieving qualifying times.	
Annual review of the above two areas.	<ul style="list-style-type: none"> Team Manager Swimming Committee 	Review evidence used to form coach and squad development plans.	
Review swimmer incentive schemes.	<ul style="list-style-type: none"> Swimming Committee 	Incentive schemes available for all levels of swimmers.	

Area of Development – Teacher/Coach Development

Main Areas	Responsibility	Outcome/Target	Target Date
Include education budget for CPD and courses for teachers and coaches.	<ul style="list-style-type: none"> Treasurer Training Coordinator 	Education section included in annual budget and report.	
Develop a database of teachers and coaches qualifications.	<ul style="list-style-type: none"> Club Committee 	Database in place.	
Work with Lead Coach to develop personal plans for all coaches.	<ul style="list-style-type: none"> Lead Coach and coaching network 	Personal plans for all coaches in place. Maps out staff aims, objectives and CPD training for the future.	

Main Areas	Responsibility	Outcome/Target	Target Date
Provide all coaches/teachers with disability awareness training.	<ul style="list-style-type: none"> Club Committee (Linking with Scottish Disability Sport and Scottish Swimming) 	At least 1 coach to attend disability awareness per year.	
Work towards licensing for all teachers and coaches.	<ul style="list-style-type: none"> Club Committee Coaches 	All coaches licensed.	
Provide ongoing CPD and in house training for all teachers and coaches.	<ul style="list-style-type: none"> Club Committee Training Coordinator 	CPD undertaken by staff to remain up to date. 2 CPD courses per year for all volunteers.	
Run a UKCC Level 1 Coaching Aquatics	<ul style="list-style-type: none"> Lead Coach Club Committee 	Offer course to existing volunteers and externally. Encourage candidates from course to volunteer with club.	
Develop and implement a mentoring scheme.	<ul style="list-style-type: none"> Lead Coach Coach workforce 	Helpers/coaches/teachers to identify a mentor. Request in house training on specific areas they require for individual coach development.	
Develop self evaluation programme.	<ul style="list-style-type: none"> Lead Coach Coach workforce 	All staff able to evaluate sessions.	

Area of Development – Volunteer Development

Main Aims	Responsibility	Outcome/Target	Target Date
Develop and implement a volunteer recruitment strategy/plan.	<ul style="list-style-type: none"> Volunteer Coordinator Club Committee 	Volunteer recruitment strategy in place.	
Develop and implement a code of conduct for volunteers.	<ul style="list-style-type: none"> Volunteer Coordinator Club Committee 	Published code of conduct for all coaches, swimmers, parents and committee members.	
Develop and implement role descriptors for all volunteers within the club.	<ul style="list-style-type: none"> Volunteer Coordinator Club Committee 	Description of duties for all members holding specific positions in club.	
Develop a succession plan for the club.	<ul style="list-style-type: none"> Club Committee Coach Rep 	Succession plans for all positions in club.	
Make contact with further education colleges.	<ul style="list-style-type: none"> Volunteer Coordinator Education Coordinator 	Tool for attracting volunteers from HNC/HND courses. 1 link made with a college	
Encourage athletes into volunteering instead of dropping out of club.	<ul style="list-style-type: none"> Volunteer Coordinator 	Recruitment and Retention strategy/plan for club in place.	
Provide ongoing training opportunities including Team Manager, Child Protection, Running Sport, UKCC courses	<ul style="list-style-type: none"> Education Coordinator Volunteer Coordinator 	Club provides list to all members detailing courses available internally and externally. Training calendar produced.	
Encourage younger swimmers/volunteers to get involved as technical officiating.	<ul style="list-style-type: none"> Volunteer Coordinator Technical Official Coordinator 	Provide information to swimmers about courses available and roles of technical officials.	
Inform Scottish Swimming of volunteer successes for inclusion in Splash News and other publications.	<ul style="list-style-type: none"> Volunteer Coordinator (contact from Scottish Swimming) 	Promotion for club and volunteers. Regular submissions to Scottish Swimming.	
Include a volunteer recognition section in club newsletter.	<ul style="list-style-type: none"> Volunteer Coordinator Newsletter Coordinator 	Volunteer section included in newsletter.	
Link in with local authorities awards evenings	<ul style="list-style-type: none"> Club Committee Volunteer Coordinator 	Nominate at least one volunteer for an award.	

Area of Development – Club Management

Main Areas	Responsibility	Outcome/Target	Target Date
Develop and implement an equity policy.	• Club Committee	Equity policy in place and published on website and club newsletter.	
Develop and improve relationships with pool providers.	• Club Committee	Regular meeting with pool providers. Water access agreements with pool providers in place.	
Develop and improve club website.	• Committee Rep for Website	Keep website updated regularly.	
Implement self declaration forms and undertake disclosure checks.	• Child Protection Officer	All volunteers to sign self declaration. Coaches/teachers to go through Disclosure Scotland checks.	
Develop a help/information sheet for all volunteers.	• All Club Coordinators	Information sheet in place for all volunteers with club information and key contacts.	
Improve communication structure within club.	• Club Committee	Publish (non-sensitive) minutes of committee meetings on website.	
Develop improved administration of club.	• Club Committee Sub Group	Administration team as a sub group of committee looking at all key policies and procedures.	
Develop and implement a procedure to help members suffering financial hardship.	• Club Committee • Treasurer	Policy for the disadvantaged in place.	
Identify a team manager for the club and investigate training for this.	• Volunteer Coordinator • Education Coordinator	Person in place to manage club teams and events. Team manager role descriptor in place. Training provided for role.	
Link in with "Running Sport" courses to improve club management.	• Volunteer Coordinator • Education Coordinator	At least 1 committee member to attend "Running Sport" Course annually.	
Develop and improve partnerships with the community.	• Club Committee	Develop links with other clubs in the areas through regional forum. Develop links with local authority Sports Development units. Develop and improve links with Active Schools Co-ordinators.	
Achieve Scottish Swimming's swiMark and swiMark Plus accreditation.	• Club Committee Rep • All club members	swiMark Achieved. swiMark Plus Achieved.	

Appendix I – Principal Partnership Agreement

Please find below a paper used to establish a principal partnership agreement within a fictional local authority area called "Utopia". This particular agreement also contains the detail for a performance development coach, however, this is not an essential component of the agreement.

Within Utopia, there are several clubs, therefore, the clubs came together to form a group called the Utopia Swimming Group and to determine who would be their club representative in managing the Principal Agreement (Appendix J).

Introduction

1. This document is a Partnership Agreement between the "Utopia Swimming Group", "Council", [potentially "the Trust", if applicable], and Scottish Swimming for the following in the Local Authority area "Utopia":
 - 1.1 Agreement of the philosophy and strategy for swimming
 - 1.2 Development and delivery of the swimmer pathway in its entirety
 - 1.3 Planning: target setting and reviews
 - 1.4 Funding
 - 1.5 The specific agreements that derive from the above (e.g. access agreement, learn to swim levy, Swimming Development Officer, etc.)
 And, in this case, also
 - 1.6 The appointment of a Performance Coach to develop performance swimming in Utopia

Scope

2. The Partnership Agreement covers the following areas:
 - 2.1 The partners' relevant strategic priorities
 - 2.2 The aims for development and performance swimming in Utopia
 - 2.3 The role and remit of the Utopia Performance Coach, e.g. job description, person specification, employment status, salary, line management, recruitment, location, etc
 - 2.4 The partners' resources and in-kind commitments to the pathway

Partners' Strategic Priorities

Council (and Trust, if appropriate)

3. The strategic aims for the Council in relation to swimming will reflect those of the national governing body and the communities of Utopia. Joined up development activity and the contribution from the coach post in Utopia should:
 - 3.1 Link to the Community Services Improvement Plan and the Team Plan, for Utopia,
 - 3.2 Link to the Utopia Sports Development Team in relation to the Utopia Sport and Active Recreation Strategy
 - 3.3 Provide equality of provision across Utopia as appropriate
 - 3.4 Comply with Utopia Council Policy and Guidance where appropriate

Scottish Swimming

4. Scottish Swimming's vision is to ensure that everyone can swim. The governing body's goal is to ensure that every person in Scotland has access to quality swimming programmes, regardless of age or ability. The headline targets are focused around the following areas:
 - 4.1 A healthy living strategy to get more people swimming for health, fitness and fun
 - 4.2 Learn to swim programme development and growth
 - 4.3 Club development (volunteers, teachers, coaches, club accreditation)

- 4.4 Community partnerships between Scottish Swimming, each local authority, and the club(s) in their area (partnerships, access agreements, full time paid coaches)
- 4.5 Support for youth and senior performance programme athletes, coaches and performance centres/home programmes

The Utopia Swimming Group

- 5. The strategic aims of the Utopia Swimming Group are:
 - 5.1 To optimise the allocation of sports and local government funding and support.
 - 5.2 To develop a swimming development programme based on long term athlete development principles.
 - 5.3 To develop swimmers from partner clubs, through joint attendance at training and assessments and special competitions
 - 5.4 To identify and implement training and competition targets for swimmers to progress through each successive level.
 - 5.5 To develop competitive swimming activities.
 - 5.6 To appoint a suitable professional Performance Coach to direct the swimming development programme.
 - 5.7 To ensure appropriate use of facilities are available for the Group's training purposes.

Joint Aims For Swimming Performance Development In Utopia

- 6. Underpinning this agreement will be the creation of a three year Performance Plan for Swimming in Utopia, produced by the Utopia Performance Coach (with assistance from the Utopia Swimming Group, Scottish Swimming and Utopia Council). The proposed Performance Plan for Swimming will link to the "Regional" Development Strategy 2007-10 and subsequently to Scottish Swimming's Corporate Plan 2006-14. The three year Performance Development Plan for Swimming in Utopia will be produced following an audit of performance swimming activity by the Utopia Performance Coach.
- 7. The Performance Plan for Swimming in Utopia will focus on the following:
 - 7.1 To ensure the needs of the Utopia Swimming Group, Utopia Council and Scottish Swimming are identified and are an integral component of the plan.
 - 7.2 To put in place a clear pathway for performance swimming in Utopia that engages all swimming clubs in Utopia.
 - 7.3 To support all swimming clubs in Utopia to enable them to increase their capacity to provide a safe, sustainable and enjoyable environment for their local community.
 - 7.4 To make strong links with the Utopia Swimming Group (and Trust, if applicable), Utopia Council's Sports Development Team and the Regional Swimming Development Manager and Scottish Swimming's Performance Director and National Coach.

Commitment

- 8. The costs for water will be held in a separate water access agreement.
- 9. The total budget for the Utopia Coach post for Year 1, including associated on-costs, is £30,000.
- 10. Financial commitments for the coach are
 - 10.1 Scottish Swimming - £10,000 per annum for three years.
 - 10.2 The Utopia Swimming Group - £10,000 per annum for three years.
 - 10.3 Utopia Council - £10,000 per annum for three years.
- 11. The Utopia Performance Coach will be self-employed, with a contract for services with the Utopia Swimming Group.

- 12. Scottish Swimming and Utopia Council will support the Performance Coach with regard to sport-specific and generic training relevant to the post including coach education, tutor training and Utopia Council protocols.
- 13. Utopia Council will support the Performance Coach, through the Utopia Sports Development Team, with clerical, hot desk and other administrative assistance as and when required, appropriate to the work load and priorities of the annual action plan.

Employment and Management of post

- 14. A job description & person specification for the Utopia Performance Coach Post is attached in Appendices I.1 & I.2.
- 15. The gross annual fee will be up to Utopia. A suitable contract for services, including terms of business, is attached (See Appendix I.3).
- 16. Should the post become vacant, recruitment will occur on an open recruitment basis with involvement from all partners.
- 17. The post will be self-employed and the individual will take full responsibility and be liable for all arrangements around Income Tax, National Insurance and sick pay.
- 18. The post-holder must provide their own car for transport and will receive a business expense account of up to £x per annum. This is to be used for travel expenses incurred in delivering the contract. A full record of all travel expenses must be kept and open for inspection at any time during the period of the contract.
- 19. The post will be managed as follows:
 - 19.1 The Chair of the Utopia Swimming Group will be responsible for day-to-day management and support of the post holder and arrangements around expenses / costs.
 - 19.2 The Chair of the Utopia Swimming Group along with a representative of Utopia Council and a representative of Scottish Swimming (forming a group called the Utopia Management Team) will meet with the Utopia Performance Coach on a quarterly basis to review performance / progress towards targets, and to agree work programmes.
 - 19.3 The Utopia Performance Coach will complete a monthly report to be delivered to all members of the Utopia Swimming Group.
- 21. The post holder will be subject to an annual performance review by the Utopia Management Team, following consultation with the Utopia Swimming Group.
- 22. The post holder will be measured on his or her progress towards achieving key performance indicators (KPIs) based on specific responsibilities identified from the Performance Plan for Swimming in Utopia. These KPIs will be detailed in the postholder's annual work programme. Headline targets will be agreed each year.
- 23. The Utopia Management Team will be responsible, in consultation with the Utopia Performance Coach, for identifying and meeting any training and development needs for the Coach.
- 24. The Utopia Performance Coach will be expected to engage in professional development supported by Scottish Swimming and Utopia Council as and where required.

Supporting regional/national projects

24. The post holder will be part of a wider network of jointly funded posts that will attend meetings and support swimming events and initiatives on an occasional basis.
25. On an occasional basis, the Utopia Performance Coach will be required to support swimming events and other initiatives across Utopia as required by Utopia Council.
26. Agreement will be made by the Utopia Management Team on a quarterly basis to establish and agree the time allocated to attending meetings and supporting swimming events and initiatives. This will be reflected in the post holder's work programme.

Marketing / promotion and public acknowledgements

27. At all times, the support of the parties to this agreement should be acknowledged within any publicity and literature produced in association with the Utopia Performance Coach. All parties will make copies of appropriate logos and corporate identity guidelines available.

Length of Agreement

28. This Partnership Agreement will cover a 3 year period from: _____
29. Discussions regarding the extension of this agreement will commence at least 12 months before the end of the period based substantially on the same terms.
30. Should there be a breach of this agreement by any of the partners then the agreement may be terminated subject to giving 3 months written notice to all partners. Where such notice is given, all parties must maintain the prior financial commitments for the three month period. Prior to giving the written notice there should have been a period of at least 1 month negotiation to resolve issues arising from the breach. This could be reduced to 1 or 2 months given the normal 1 month notice required in most posts.

Signatures

Signed on behalf of Utopia Swimming Group:

Name (please print) _____ Signature _____

Position: _____ Date _____

Name (please print) _____ Signature _____

Position: _____ Date _____

Signed on behalf of Utopia Council

Name (please print) _____ Signature _____

Position: _____ Date _____

Name (please print) _____ Signature _____

Position: _____ Date _____

Signed on behalf of Scottish Swimming:

Name (please print) _____ Signature _____

Position: _____ Date _____

Name (please print) _____ Signature _____

Position: _____ Date _____

Appendix I.1 – Utopia Performance Coach - Job Description

RESPONSIBLE TO: Utopia Swimming Group Management Committee (USGMC)
LIAISE WITH: Utopia Council, Utopia Sports/Leisure Trust, Scottish Swimming

MAIN FUNCTIONS

1. Selecting swimmers to a Utopia Swimming training group according to set criteria.
2. Managing the delivery of the Utopia Swimming training group programme.
3. Coaching the Utopia Swimming training group.
4. Leading and directing the development of youth swimming in the Utopia Swimming Group area through the collaborative work with the clubs in the programme.
5. Taking a leading role when working with the local proposed Aquatics Manager to deliver a coordinated swimming development initiative that moves swimming forward.
6. Reporting to, and communicating with, the Management Committee and appropriate local agencies and national bodies.

KEY TASKS

1. Co-ordinate the training and competition planning for Utopia Swimming Group swimmers.
2. Work with local club coaches to create a co-ordinated approach to developing a higher level of performance from swimmers in the area.
3. Deliver direct coaching to a Utopia Swimming Group squad of potential performance swimmers.
4. Lead swimmers and coaches at appropriate swimming competitions.
5. Assist coaches to raise the level of delivery in their own squad environments.
6. Guide club coaches and the club infrastructure to follow an integrated programme of swimmer development.
7. Provide coach mentoring, development and education support to coaches working with local swimming programmes involved in the scheme.
8. Assist in the delivery of all support services required by swimmers and coaches from the Utopia Swimming Group programme.
9. Liaise with the Scottish Swimming Performance Director and Scottish National Coach to deliver the principles and objectives of the National Performance Plan.
10. Provide monthly reports to the USGMC on all swimming development activity.
11. Liaise with local and national partners to ensure effective delivery of coordinated performance programmes in line with local and national swimming plans.

Appendix I.2 – Candidate Specification For Utopia Performance Coach Post

Factor	Essential	Desirable
Qualifications and Attainments	<ul style="list-style-type: none"> Licensed Level 3 Swimming Coach or be willing to achieve a Level 3 licence within 18 months of taking up post. Background in competitive swimming. Experience of working with young athletes. Driving licence (Full) & access to a vehicle. Pass an Enhanced Disclosure Check. 	<ul style="list-style-type: none"> Track record of producing swimmers competing successfully at a Scottish National/British Age and Youth level. Understanding of Scottish and British swimming and of the Scottish and Area Institutes of Sport. A degree, preferably in a sports related field. A current National Pool Lifeguard Qualification or equivalent.
Work and Other Experiences	<ul style="list-style-type: none"> Experience of working with different ages and abilities of athlete. Evidence of professional development. Ability to learn and work as part of a team or on your own initiative. Ability to effectively and practically apply principles of athlete development, or be willing to work with Utopia Performance swimming programme partners to achieve this. Demonstrate understanding of long term athlete development principles Ability to develop a positive working environment. Ability to work to long term goals. Willing to work flexible hours and weekends. 	<ul style="list-style-type: none"> Practical application and understanding of integrating sports science into a coaching programme. Experience of working in/with local authorities. Proven ability to develop a good working environment.
Skills	<ul style="list-style-type: none"> Ability to plan integrated programs of development, or be willing to work with Utopia Performance swimming programme partners to achieve this. Effective communicator with athletes, support staff, coaches and parents. Excellent organisational and time management skills. Flexibility of thought and approach. IT skills. 	<ul style="list-style-type: none"> Presentation skills. Experience in delivery education and training courses or be willing to progress to achieve this. Understanding of strategic planning. Report Writing. Experience of monitoring and evaluation. Knowledge of club development within Utopia.
Disposition and Personal Qualities	<ul style="list-style-type: none"> Ethically and morally responsible, honest and trustworthy. 	<ul style="list-style-type: none"> Excellent interpersonal skills. Confident manner.
Special Aptitudes	<ul style="list-style-type: none"> Understanding of pedagogy, and its application in a training and competition environment. Self motivated and driven. Ability to set up a home office, internet access, and work from home. 	<ul style="list-style-type: none"> Ability to work flexible working hours. Ability to motivate and enthuse volunteers. Ability to work weekends and attend all relevant competitions with swimmers.
Medical	<ul style="list-style-type: none"> Pass a medical 	

Appendix I.3 – Performance Coach Contract Agreement

BETWEEN Utopia Performance Coach
AND Utopia Swimming Group Management Committee (USGMC)

1. The Parties

This Agreement is between Utopia Swimming Group Management Committee (USGMC) and the Utopia Performance Coach.

2. The Agreement

The parties hereby agree that USGMC will use the services of the postholder for coaching duties in return for remuneration as detailed in this document. This document does not constitute an offer of employment or engagement, except as stated herein.

3. Date of Commencement

The period of the Agreement between the above parties is x to y.

4. Pay and Allowances

4. Payment for services provided is paid at a rate of £25,000 per year with £3,000 for expenses.
- 4.2 Core time is no less than 150 hours per month.
- 4.3 Core time defined in clause 4.2 will be paid monthly in arrears on the xx of each month.
- 4.4 Holidays should be taken during the clubs' summer shutdown, or at other times, with agreement of the USGMC, providing that appropriate coaching cover can be arranged.

5. Reporting

- 5.1 For the purposes of reporting, the Utopia Performance Coach will be responsible to the USGMC.
- 5.2 The Utopia Performance Coach will meet with this committee as required and provide them with a written monthly report.
- 5.3 The Utopia Performance Coach will meet with the Chairperson of the USGMC every 3 months from the initial date of the agreement to discuss their performance.

6. Period of Agreement

This Agreement is fixed for a 3-year period, as stated in point 3, unless:

- 6.1 The contract is subject to a six-month probation period with the ability for the USGMC to extend this period to 12 months should the organisation need additional time to determine whether you will be able to perform effectively in the role. The USGMC agrees to communicate such an extension, if required, prior to the postholder being in post for first six months.
- 6.3 The postholder's contract may be terminated at any time during the probationary period in the case of gross misconduct; or if your service is unsatisfactory to the Employer and it is clear that you will not reach the required standard before the end of the probationary period.

7 Other Work

It is understood that the Utopia Performance Coach may have other contracted work. This can be carried out with prior agreement from USGMC providing that appropriate coaching cover can be arranged, if necessary.

8 Disciplinary Procedures

The person responsible for managing and monitoring this contract is the Chairperson of USGMC. If any disciplinary matter, or other issue, cannot be resolved by the Chairperson, then the matter will be referred to the USGMC.

9 Confidential Information

Confidential information gained through the Utopia Performance Coach's involvement with USGMC must not be divulged without the prior written permission of USGMC. Breach of confidentiality relating to USGMC, or its participant swimmers, will be dealt with by the USGMC.

10 Additional requirements

The Utopia Performance Coach must complete a self-declaration form and an Enhanced Disclosure Application.

The Utopia Performance Coach must be a member of Scottish Swimming.

The Utopia Performance Coach must secure personal public liability insurance with a minimum value of £ xxxxx.

The Utopia Performance Coach will be expected to sign, and agree to comply with, a coaches code of conduct and attend child protection training as required, and to promote same to others.

The terms and conditions stated above are agreed by the Parties:

Signature _____ (Utopia Performance Coach)

Print Name: _____ Date _____

Signature _____ (Chair, on behalf of the USGMC)

Print Name: _____ Date _____

Appendix J – Club Partnership Agreement

Please find below a paper used to establish a Club Partnership Agreement within a fictional local authority area "Utopia". There are many swimming clubs within Utopia and they have come together to form an agreement on how to work more collaboratively.

UTOPIA SWIMMING GROUP – PARTNERSHIP AGREEMENT

1. Name

The Group will be called Utopia (referred to hereafter as the 'Group')

2. Aims & Objectives

The aims and objectives of the Group are:

- To optimise the allocation of sports and local government funding and support.
- To develop a swimming development programme based on long term athlete development principles.
- To develop swimmers from partner clubs, through joint attendance at training and assessments and special competitions.
- To identify and implement training and competition targets for swimmers to progress through each successive level.
- To develop competitive swimming activities.
- To ensure the appropriate use of the facilities available for Group training purposes.
- To appoint a suitable professional Performance Coach to direct the swimming development programme.
- To ensure that the identity of each club within the Group is protected.

3. Membership

Membership of the Group will consist of the following partners:

- A representative from each of the swimming clubs in Utopia
- A representative from Scottish Swimming

4. Governance

- All partners will be subject to the regulations of this Agreement and by being part of the Group will be deemed to accept these regulations and codes of conduct that the Group has adopted.
- Any matters of process or organisation that are not covered by the content or intent of the Agreement shall be determined by reference to the latest form of the Model Constitution and Amendments as produced by Scottish Swimming. Where difference occurs between the two documents, the Agreement shall have precedence.

5. Officers Of The Group

The Officers Bearers of the Group will be: -

- Chair
- Vice-Chair
- Secretary
- Treasurer

Officer bearers will be appointed annually at the first Management Committee Meeting following the Annual General Meeting. Appointees will be from the partner swimming club nominees forming the Management Committee. Officers will retire each year but ideally hold a post for a period of two years, two officers being appointed each year to ensure a measure of continuity for the Committee.

6. Management Committee

The Group will be managed through the office bearers, consisting of Chair, Vice Chair, Secretary and Treasurer and 6 members, all being the partner swimming club nominations presented at the Annual General Meeting. One other representative from each of partner swimming clubs and one representative from the non-swimming club partners may attend, but will not have voting rights.

The Management Committee will be convened by the Secretary of the Group and hold no less than 4 meetings per year.

The Management Committee will be responsible for adopting new policy, codes of conduct and rules that affect the organisation of the Group; writing, updating and managing the Group's development plan.

The quorum of the Management Committee should be a minimum of five voting members representing at least five clubs, two of whom should be office bearers.

The Management Committee will have powers to appoint sub-committees as necessary and appoint advisors to the Management Committee as necessary to fulfill its business.

7. Finance

All Group monies will be banked in an account held in the name of the Group. The Treasurer will be responsible for the finances of the Group. The financial year of the Group will end on 31st August in each year.

A statement of annual accounts, suitably endorsed by an Independent examiner, will be presented by the Treasurer at the Annual General Meeting.

A minimum of three officers shall be nominated as signatories. Two of the nominated officers of the Group shall sign all cheques and withdrawal notices drawn against Group funds.

8. Annual General Meeting

The Annual General Meeting (AGM) will be held in September and notice given by the Group Secretary to all partners not less than 14 clear days prior to the Meeting.

The business of the Annual General Meeting will be to:-

- Receive and approve the Annual Report of the Management Committee
- Receive and approve the Annual Statement of Accounts
- Agree any recommendation for future annual fees to be proposed to the Fife Regional Committee for support of the Swimming Group
- Consider any other item of relevant business as advised to the Secretary prior to the Meeting

Each partnership swimming club will nominate three voting delegates to the Annual General Meeting. Nominations are to be with the Secretary 10 days prior to the Meeting.

Voting at a General Meeting will be by the voting delegates only.

Club nominees for the Management Committee are to be sent to the Secretary at latest 10 days prior to the AGM and shall be members of the partner swimming club.

The Management Committee has the right to call Extraordinary General Meetings (EGMs) outside the AGM. Procedures for EGMs will be the same as for the AGM.

9. Discipline And Appeals

All complaints regarding the behaviour of Members should be submitted in writing to the Secretary.

The Management Committee will meet to hear complaints within 14 days of a complaint being lodged. The Committee has the power to take appropriate disciplinary action including the termination of membership.

The outcome of a disciplinary hearing should be notified in writing to the person who lodged the complaint and the member against whom the complaint was made within 14 days of the hearing.

There will be the right of appeal to the Management Committee following disciplinary action being announced. The Committee should consider the appeal within 14 days of the Secretary receiving the appeal.

10. Dissolution

A resolution to dissolve the Group can only be passed at an AGM or EGM through a majority vote of the voting membership.

In the event of dissolution, any assets of the Group that remain will become the property of another body with similar aims as the Group as agreed by the Management Committee.

11. Amendments To The Partnership Agreement

The Agreement will only be changed by majority vote at an AGM or EGM.

12. Declaration

The Utopia Swimming Group hereby adopts and accepts this Agreement as a current operating guide regulating the actions and responsibilities of the Partners.

Signed: _____ Name of Club _____

Name: _____ Date _____

Signed: _____ Name of Club _____

Name: _____ Date _____

Appendix K - Access Agreement

Please find below a template for an access agreement. (Footnotes are for guidance only and should be deleted from the final document).

COMPANY NAME

(Generally the pool provider - private/local authority council or leisure)

NAME OF POOL

Access Agreement between COMPANY NAME and SWIMMING CLUB NAME(S), and sportscotland.

The "Company Name", the Swimming Club(s), and sportscotland have agreed and do hereby agree the following various terms and conditions.

1. Term of the Agreement

1.1 The Agreement shall be for the period of x years commencing from the date of x. The Agreement may be extended or amended, subject to agreement by all parties.

2. Definition of Facilities

- 2.1 The swimming pool training consists of x with associated facilities and equipment.
- 2.2 The swimming pool comprises one x metre y lane pool area, with an overall depth of x metres.
- 2.3 The land based swimming training area consists of xxx.

3.0 Hours of Opening

- 3.1 The swimming pool, including water and land based facilities, will be open for a minimum of x hours per week for y weeks per year.
- 3.2 Normal opening hours will be x hours on weekdays (0600-2200 hrs?) and y hours (0700-1900 hrs?) on weekend days.
- 3.3 Normal opening hours during Company Name vacations will be x hours on weekdays (0600 – 2200 hrs?) and y hours (0700-1900 hrs?) on weekend days.
- 3.4 Allocation of pool water time will be calculated by units of lane occupancy (1 unit = one 25m lane occupied for thirty minutes). During a normal week, the pool will be available for a minimum of x hours (y units).
- 3.5 Exceptionally, the club(s?) may require these facilities out-with normal opening hours. In such circumstances, this shall be negotiated amongst the parties to this Agreement.

4. Access to Facilities

- 4.1 In each year of the term of the Agreement, the Company Name will make available to the club(s?), the swimming pool and associated land-based facilities as defined above, for training and preparation related to club swimming.
- 4.2 Access to the facilities will normally be within the hours of opening as defined above.

5. Programming

- 5.1 Agreed occupancy allocations will be:
- 5.2 During normal periods:
Club(s) x% (y units per week) Company Name/Community y% (x units per week)
- 5.3 During Company Name vacations (x weeks/year):
Club(s) x% (y units per week) Company Name/Community y% (x units per week)
- 5.4 Use of the pool will generally be in line with the timetables set out in Appendix A. Any significant variation from this timetable must be approved by all parties.

6. Hire of Facilities

- 6.1 Requests for facility bookings will be provided to the Company Name in writing by the Club(s?). The Clubs shall prepare their 6 monthly programmes in advance and submit these to the Company Name. These programmes shall normally be in line with item 5 above. These requests shall be received at least 22 weeks in advance of the required dates.
- 6.2 The total annual bookings requested by the Club(s?) should accord with item 5 above.
- 6.3 Confirmation of bookings will be returned to the applicant organisation by the Company Name within 2 weeks of receipt.
- 6.4 Application may be made for additional facilities to those specified above, and at additional times to those specified above. The Company Name will use its reasonable endeavours to ensure the availability of such facilities and times.
- 6.5 Facilities and times additional to the above unit allocations will be on terms and at charges agreed between the Company Name and the applicant organisation.
- 6.6 A% charge will be made for bookings cancelled 14 weeks prior to the date of use. The full charge will be made for bookings cancelled after this time.

7. Conditions of Hire

- 7.1 The hiring agency will be responsible for ensuring that its coaching staff accept and maintain the Company Name's Code of Ethics and Conduct for Sports Coaches. They must ensure that all relevant safety procedures specified by the Health and Safety Executive are observed, and that all responsible persons within their group hold current and relevant qualifications.
- 7.2 The hiring agency will be responsible for the safety and good conduct of its members during their attendance on Company Name premises.

8. Hire Charges

- 8.1 Hire charges for the Club(s?) will be calculated from the units of lane time booked.
- 8.2 The standard hire charge for the pool is contained in Appendix A [£x ex VAT per 25m lane per 30 minutes]. The hire charge will be reviewed annually and notified to all parties. Normally, the hire charge will not be raised by more than the increase in the Retail Price Index. Hire charges may only be raised by more than the Retail Price Index if specific costs relating to the running of the swimming pool increase at a rate of more than double that of the index. In such circumstances, a detailed explanation will be presented to all parties.
- 8.3 Hire charges for the club(s?) for their direct use will be set at a x% discount from the basic hire charge. Any further discounts and any discounts to other bodies shall be at the discretion of the Company Name in negotiation with those bodies.

9. Miscellaneous

9.1 For the avoidance of doubt sportscotland are parties to this Agreement for the purposes of protecting any Award made to the facility and ensuring that it is used for the purposes stipulated therein and all parties hereto accept by their execution hereof that **sportscotland** do not assume any of the obligations or liabilities contained within this Agreement and said parties agree to indemnify **sportscotland** in respect of same.

9.2 This agreement shall not operate to as to create a partnership or joint venture of any kind between the parties hereto.

Agreed on behalf of:

Signature _____ Name (please print) _____

Position: _____ Date _____

Agreed on behalf of:

Signature _____ Name (please print) _____

Position: _____ Date _____

Agreed on behalf of:

Signature _____ Name (please print) _____

Position: _____ Date _____

Agreed of behalf of The Scottish Sports Council, trading as sportscotland

Signature _____ Name (please print) _____

Position: _____ Date _____

Appendix K.1– Pool Hire Charge

COMPANY NAME

(Generally the pool provider - private/local authority council or leisure)

NAME OF POOL

The standard hire charge for club use of the pool is £x ex VAT per 25m lane per 30 minutes.

