Introduction

Scottish Swimming’s corporate plan outlines our vision, mission and strategic objectives for the next 6 years. Our vision is Everyone Can Swim. Our mission is to inspire our members and partners in the development of aquatics, providing leadership and expert support, resulting in more people taking part and reaching their full potential. Our strategic objectives are to:

- Increase the number of people of all ages and abilities participating in swimming for health, fitness and fun.
- Support and develop stronger, more sustainable clubs that will provide increased and quality opportunities for people to participate at all levels.
- Enhance the aquatic pathway, ensuring high performance results through effective athlete development and quality coaching.  
  (Please see separate performance plan)

Each of these areas are underpinned by quality teacher and coach education and training.

Outlined in Scottish Swimming’s Development Plan, by 2021 we will:

- Increase swimming membership to 19,000
- Increase non-swimming membership to 7,000 including teachers, coaches, technical officials and volunteers
- Have 120 strong, sustainable clubs with SwiMark Plus
- Have 32 Local authorities (LAs)/Trusts delivering a National Swimming Framework underpinned by an aquatics plan
- Increase the number of children learning to swim
- Establish an adult recreational membership with over 1,000 members

The Regional Plan for the West of Scotland provides the detail on how we will achieve these outcomes at local and regional level. The plan sets out to continue to build upon the cooperation, cohesive and partnership working in the region and in doing so it attempts to make sure that the region will continue to develop and enable every individual, no matter their age, ability, ethnic or social background to fulfil their potential.

The plan sets out the 6 year vision for aquatics in the region, with specific priorities and targets identified and all partners agreeing to contribute to achieving these throughout the plan. The document outlines how the plan will be delivered and monitored to show the impact the partnership is having on aquatics. The plan will be updated in 2017 to reflect progress.

West of Scotland Regional Headline Targets, by 2021, we will:

- Increase swimming membership to 3,180
- Increase non-swimming membership to 761
- Have 17 strong, sustainable clubs with SwiMark Plus
- Have 10 Local Authorities/Trusts delivering a National Swimming Framework underpinned by an aquatics plan

This plan is underpinned by individual development plans for each aquatic discipline (water polo, synchronised swimming, diving, and open water swimming) as well as a regional development plan in partnership with Scottish Disability Sport.
The West of Scotland covers a large geographic area, which has 10 local authorities, Argyll and Bute, Dumfries and Galloway, East Ayrshire, East Dunbartonshire, East Renfrewshire, Inverclyde, North Ayrshire, Renfrewshire, South Ayrshire and West Dunbartonshire.

The population of these local authority areas is shown below:

<table>
<thead>
<tr>
<th>Population</th>
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<tbody>
<tr>
<td>Argyll &amp; Bute</td>
<td>88,050</td>
</tr>
<tr>
<td>Dumfries &amp; Galloway</td>
<td>150,270</td>
</tr>
<tr>
<td>East Ayrshire</td>
<td>122,440</td>
</tr>
<tr>
<td>East Dunbartonshire</td>
<td>105,860</td>
</tr>
<tr>
<td>East Renfrewshire</td>
<td>91,500</td>
</tr>
<tr>
<td>Inverclyde</td>
<td>80,310</td>
</tr>
<tr>
<td>North Ayrshire</td>
<td>136,920</td>
</tr>
<tr>
<td>Renfrewshire</td>
<td>173,900</td>
</tr>
<tr>
<td>South Ayrshire</td>
<td>112,850</td>
</tr>
<tr>
<td>West Dunbartonshire</td>
<td>89,810</td>
</tr>
</tbody>
</table>

Aquatics in the region are delivered through a variety of partners, including Trusts, Local Authorities, Clubs and Private Swim Schools:

- ABC Learn to Swim Scheme*
- Dumfries & Galloway Leisure & Sport*
- East Ayrshire Council
- East Dunbartonshire Leisure & Culture Trust*
- East Renfrewshire Culture and Leisure Limited
- Inverclyde Leisure Swim School*
- North Ayrshire Council/KA Leisure
- Oban Otters Learn to Swim*
- Renfrewshire Council
- South Ayrshire Council
- West Dunbartonshire Leisure*

*SASA Affiliated Swim School
Participation
Learn to Swim (LTS) is delivered by Local Authorities / Trusts / Clubs and private swim schools across the region. Currently Scottish Swimming’s old LTS programme is being delivered in 5 Local Authority areas in the area: Argyle and Bute, East Dunbartonshire, Inverclyde, North Ayrshire and West Dunbartonshire. There are some managed LTS club links across the region; however this has been highlighted as an area of development moving forward. In 2015, Scottish Swimming launched the new National Framework for Swimming in Scotland; discussions have taken place across the Region with KA Leisure becoming the first Trust to implement the framework.

Adult participation has been a developing area. A new programme of adult coached sessions, Skills & Drills / Powerswim, has been discussed in several of the local authorities, alongside specific teacher / coach education sessions.

Club Development
There are discipline specific clubs and swimming clubs with additional discipline sections in the West. Eighteen clubs / disciplines are SwiMark accredited, and four clubs are SwiMark Plus accredited. There are approximately 3,006 registered club members with 2,343 swimming members and 663 non swimming members who are a mix of club volunteers, technical officials and teachers and coaches.

For more information on clubs and detailed analysis of club membership across the West of Scotland please contact Scottish Swimming.
Education
Workforce development is recognised as being crucial to the development of the sport across the whole pathway. UKCC L2 qualifications have recently gone through a review, with the UKCC L1 courses currently going through a review. A number of education courses have been delivered across the region in 2014, figures below:

- UKCC — 25
- Early Years — 3
- Continuous Professional Development (CPD) — 12

Performance Development
The success of swimming at the 2014 Glasgow Commonwealth Games demonstrated that Scots are talented and can win on the international stage. We continue to support our talented athletes in supported daily training environments including national camps and competition opportunities.

The Scottish National Programme provides athletes and their coaches access to various support and opportunities depending on their level of ability. Senior, Youth and Youth Development Squads involve swimmers from across Scotland. In addition younger swimmers are selected onto the District Regional Programme (DRP), a first step on the National Programme ladder. The DRP also presents the first opportunity for coaches to become involved in the National Programme.

<table>
<thead>
<tr>
<th></th>
<th>National</th>
<th>Regional</th>
<th>Percentage %</th>
</tr>
</thead>
<tbody>
<tr>
<td>DRP</td>
<td>195</td>
<td>26</td>
<td>13</td>
</tr>
<tr>
<td>National Youth Development Squad</td>
<td>45</td>
<td>6</td>
<td>13</td>
</tr>
<tr>
<td>National Youth Squad</td>
<td>22</td>
<td>5</td>
<td>23</td>
</tr>
<tr>
<td>National Senior Bronze Squad</td>
<td>41</td>
<td>6</td>
<td>15</td>
</tr>
<tr>
<td>National Senior Silver Squad</td>
<td>19</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>National Senior Gold Squad</td>
<td>36</td>
<td>1</td>
<td>3</td>
</tr>
<tr>
<td>Diving</td>
<td>3</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Totals</td>
<td>361</td>
<td>44</td>
<td>67</td>
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This is a brief regional overview of performance development, for more information on the performance plan, please visit www.scottishswimming.com

Partnerships
The Scottish Swimming Regional Swimming Development Manager (RSDM) works closely with the RDMs from both Scottish Disability Sport (SDS) and Scottish Student Sport (SSS). There is currently a joint regional plan in place with SDS for the West area, which covers participation, pathways, workforce and performance. Our partnership with SSS is crucial to Scottish Swimming’s retention strategy with a key focus on club development, athlete pathways and education.
Regional Priorities

An aim of the regional plan is to incorporate a partnership approach to the delivery of aquatics at a local level. Through continued consultation with key partners the following areas have been identified as key priorities for the region.

Argyll & Bute

- **Participation**
  - National Framework for Swimming in Scotland embedded
  - Managed LTS Links for all clubs
  - Support new water polo section

- **Club Development**
  - Increase the number of clubs achieving SwiMark and SwiMark Plus
  - Delivery of governance & planning sessions
  - Continue to work with clubs to ensure qualified CPOs within the clubs
  - Support clubs in all areas: club development plans, succession planning, funding applications
  - Development of discipline and recreational sections within clubs
  - Support the composite committee to deliver on Membership growth and retention numbers.

- **Education**
  - Raise awareness of teacher / coach licensing, mentoring and development opportunities

- **Performance Development**
  - Support the clubs where necessary
Regional Priorities

Dumfries & Galloway

- **Participation**
  - Encourage and support the implementation of the National Framework for Swimming in Scotland within the Trust
  - Managed LTS and club links

- **Club Development**
  - Support Dumfries through DCI targets and reviews.
  - Support Stranraer Stingrays and Merrick through SwiMark plus
  - Delivery of governance & planning sessions
  - Continue to work with clubs to ensure qualified CPOs within the clubs
  - Support clubs in all areas: club development plans, succession planning, funding applications
  - Development of discipline and recreational sections within clubs
  - Continue to support the aquatics forum in the area
  - Support clubs working with young leaders to enhance their social aspects.

- **Education**
  - Raise awareness of teacher / coach licensing, mentoring and development opportunities

- **Performance Development**
  - Support the Development plan for the region outlaid in the DCI application.
Regional Priorities

East Ayrshire

- **Participation**
  - Create a better LTS and club link

- **Club Development**
  - Support Club with club planning session
  - Support club through SwiMark Plus
  - Work with aquatics forum to help create more training opportunities for club
  - Continue to work with clubs to ensure qualified CPOs within the clubs
  - Support clubs in all areas: club development plans, succession planning, funding applications

- **Education**
  - Support club to create and adhere to education calendar.

- **Performance Development**
  - Help club raise current pool time or create better managed links with local high performance clubs.
Regional Priorities

East Dunbartonshire

- **Participation**
  - Continue discussions on the implementation of the National Framework for Swimming in Scotland
  - Supporting the introduction and delivery of Masters / Adults sessions within clubs and Trusts
  - Managed LTS and club links
  - Support new approach to water polo

- **Club Development**
  - Support clubs to achieve SwiMark Plus
  - Delivery of governance & planning sessions
  - Continue to work with clubs to ensure qualified CPOs within the clubs
  - Support clubs in all areas: club development plans, succession planning, funding applications
  - Development of discipline and recreational sections within clubs

- **Education**
  - Link LA with West Dunbartonshire when running regional training week
  - Raise awareness of teacher / coach licensing, mentoring and development opportunities

- **Performance Development**
  - Create aquatics forum to help clubs work together to get more pool time.
Regional Priorities

East Renfrewshire & Renfrewshire

• Participation
  – Managed LTS and club links
  – Support Development plan

• Club Development
  – Support Clubs through SwiMark Plus
  – Delivery of governance & planning sessions
  – Continue to work with clubs to ensure qualified CPOs within the clubs
  – Support clubs in all areas: club development plans, succession planning, funding applications
  – Development of discipline and recreational sections within clubs
  – Support Renfrew Baths to become a competitive club again

• Education
  – In partnership with Local Trusts organise an Annual Education Calendar
  – Raise awareness of teacher / coach licensing, mentoring and development opportunities

• Performance Development
  – Support implementation of development plan
Regional Priorities

Inverclyde

- **Participation**
  - Support the implementation of the National Framework for Swimming in Scotland
  - Help create a more managed LTS and club link

- **Club Development**
  - Support the masters through SwiMark and the club through SwiMark Plus
  - Delivery of governance & planning sessions
  - Continue to work with clubs to ensure qualified CPOs within the clubs
  - Support clubs in all areas: club development plans, succession planning, funding applications
  - Support Masters Section to prepare for the stepping down of long term head coach.
  - Create Aquatics forum to bring all clubs and LA together for better communication and partnership working.

- **Education**
  - Raise awareness of teacher / coach licensing, mentoring and development opportunities

- **Performance Development**
  - Support Inverclyde to have a clear vision on what it wants to achieve and support them getting there.
Regional Priorities

North Ayrshire

• **Participation**
  – Support the implementation of the National Framework for Swimming in Scotland
  – Help create a Managed LTS and club links

• **Club Development**
  – Delivery of governance & planning sessions
  – Continue to work with clubs to ensure qualified CPOs within the clubs
  – Support club with DCI implementation and support new development officer in club.
  – Development of discipline and recreational sections within clubs
  – Help create link with local disability section.

• **Education**
  – Raise awareness of teacher / coach licensing, mentoring and development opportunities

• **Performance Development**
  – Support DCI plan and assist club where necessary
Regional Priorities

South Ayrshire

- **Participation**
  - Support the implementation of the National Framework for Swimming in Scotland
  - Managed LTS and club links

- **Club Development**
  - Support South Ayrshire Swim team with new committee transition
  - Support development of Diving Club
  - Create local aquatics forum to bring diving and swimming club closer together.
  - Support clubs achieving to SwiMark or SwiMark Plus
  - Delivery of governance & planning sessions
  - Continue to work with clubs to ensure qualified CPOs within the clubs
  - Support clubs in all areas: club development plans, succession planning, funding applications

- **Education**
  - Raise awareness of teacher / coach licensing, mentoring and development opportunities

- **Performance Development**
  - Support swimming club to establish and work towards a clear vision.
Regional Priorities

West Dunbartonshire

- **Participation**
  - Support the implementation of National Framework for Swimming in Scotland
  - Managed LTS and club

- **Club Development**
  - Support Clydebank to achieve SwiMark and West Dunbartonshire with SwiMark Plus
  - Delivery of governance & planning sessions
  - Continue to work with clubs to ensure qualified CPOs within the clubs
  - Support clubs in all areas: club development plans, succession planning, funding applications
  - Development of discipline and recreational sections within clubs
  - Help West Dunbartonshire through DCI process.
  - Create aquatics forum and try and get the 2 clubs to work closer together.

- **Education**
  - Raise awareness of teacher / coach licensing, mentoring and development opportunities
  - Run a CPD weekend

- **Performance Development**
  - Support the clubs when necessary.
An aim of the regional plan is to incorporate a partnership approach to the delivery of aquatics at a local level. By seeking to develop existing and new partnerships this will enhance the sustainability and growth as well as provide opportunities to have an input into national, regional and local aquatic development.

To fulfil the ambitions of the West of Scotland Regional Development Plan there will be challenges, however, much of the structure is now in place and new opportunities lie ahead. The Regional Development Plan supports the Corporate National Plan for Swimming and local development plans.

This West of Scotland Regional Development Plan and the ten Local Development Plans will evolve over time. With everyone’s input to achieve its goals, the plan will be seen by all as part of an integrated and thriving aquatics community.

A commitment to partnership working and enterprise by everyone involved in swimming will ensure that the Regional Plan will make a tremendous difference over the next 6 years as well as continued future development.

There is now a real opportunity to drive aquatics forward in the West of Scotland. With a new structure and governance the future looks more optimistic than ever. The opportunity for all stakeholders to work together in a coordinated manner with joint responsibility is one that is very exciting.

**West of Scotland Regional Development Plan – key contact:**

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