

Circadian Trust

# Aquatics Strategy

2022 - 2025

**INSPIRING  
ACTIVE  
LIFESTYLES  
THROUGH  
SWIMMING**



**Circadian Trust**

PARTICIPATION

•

OPPORTUNITY

•

HEALTH

•

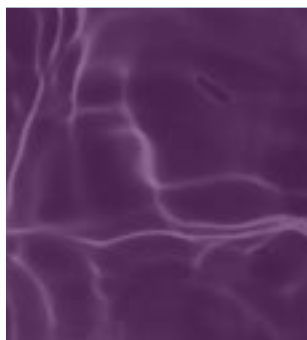
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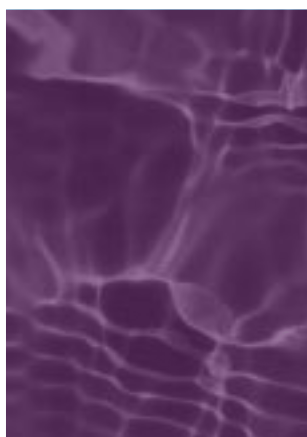
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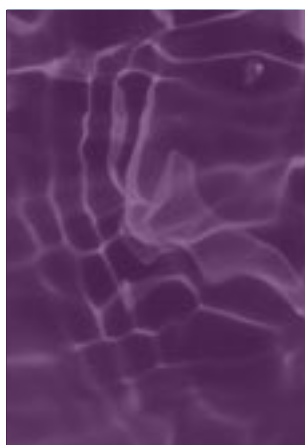
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1

Welcome from the  
Chief Executive





Circadian Trust (CT) has enjoyed tremendous success with its innovative approach to service development and delivery since it was established over fifteen years ago as a registered charity and social enterprise, which operates five swimming pools within its sports and leisure facilities.

The inaugural Aquatics Strategy guided our aquatic developments and actions over the four years, building on the learn to swim programme, and increasing participation by raising the profile of aquatics and physical activity in the community and extending the life of a swimmer through an agreed aquatics operating model and development pathway.

However, the Covid 19 pandemic had changed the landscape of Aquatics and leisure as a whole. It has created new challenges, including

teacher recruitment, and an unprecedented high demand for lessons, particularly at beginner stages. Swimming is a life skill, we have a responsibility to provide a pathway for young people to learn to swim and develop their aquatic skills, creating the grounding for a healthy lifestyle, as well as supporting the wider community in their aquatic journey from birth to old age.

The Strategy will not necessarily be about providing solutions or making decisions, it's about aspirations, goals and outcomes and working in collaboration with stakeholders and forming partnerships. This will be key in helping CT meet the new challenges that lie ahead and making the most of the opportunities that exist to affect a positive change in people's lives; further demonstrating our commitment to our mission "Inspiring Active Lifestyles!"

**Mark Crutchley**  
Chief Executive

SECTION

2

# Executive Summary

The second Aquatics Strategy sets out a framework for taking forward the various aquatic activity and development pathways for the next four years (2021 – 2025). It has been produced to ensure that the development of aquatic activity is in the context of Circadian Trust’s strategy “The Circadian Way”, with its mission, vision, and values, and in response to Covid 19, moving forward with The Reset Strategy 2021-23. These fundamental drivers guide and direct all the efforts within this document to meet the overarching strategy and the strategic outcomes of our key partners.

It is critical that CT responds to the new demands and challenges placed upon it from customers, the sport and leisure sector, the changing health and fitness market and the wider economic climate whilst being mindful of its status as a social enterprise and helping to meet the health and wellbeing needs of the local community. We have to consider the changing demand of aquatics, addressing teacher recruitment, teacher performance and developing pathways for teachers to ensure a stable and enduring workforce for the future.

This Aquatics Strategy must therefore also outline the role aquatics can play in delivery of the regions wider Physical Activity Strategy, as well as linking to priority themes set out in South Gloucestershire’s Joint Health and Wellbeing Strategy, while also aspiring to help contribute to emerging national strategies for sport and physical activity in the light of recovering from the pandemic.



## 2.1 Definition

For the purposes of this Strategy, “aquatics” covers the disciplines of swimming [teaching, participation, performance], diving, lifesaving, triathlon and a range of water-based activities (e.g. sub-aqua, water polo) which may require access to supervised pool space for training and/or active participation.

### **Covid 19** (March 2020 – April 2021)

The global Covid 19 pandemic has had a severe impact on the facilities and services across the country including those that CT manages. Facilities were closed

for 8 months and operated on a restricted basis for 4 months. As a result our Swimstars program lost over 3000 swimmers, timetables were overhauled and the way casual swimming was accessed was completely changed. The charity suffered significant losses in income as well as the workforce. We re-opened on a vastly reduced Swimstars program. The impact on the whole community was huge. Two years without swimming has led to a generation of children who cannot swim as well as having an effect on the wider issues of physical and mental health.

## 2.2 SWOT Analysis

The table below identifies strategic and operational challenges that currently exist through consultation with teams across the Organisation to inform the strategy, in the form of a SWOT Analysis (Strengths, Weaknesses, Opportunities and Threats).

### STRENGTHS

- A portfolio of modern facilities mixed with facilities that have received substantial investment and refurbishment and are attractive welcoming and clean.
- Varied swimming programme that is community led and reviewed regularly.
- Multi-skilled, adaptable, willing workforce.
- Committed, loyal, passionate Swimming Teachers, Coaches
- Friendly, customer focused Front of House teams.
- Well trained Lifeguards.
- A highly successful Swim Academy with over 10,000 children on the programme.
- Over 30 schools using the five pools for 75 hours per week, providing opportunities for children to learn to swim.
- 3 well established Swimming Clubs with strong community links.
- Strong, recognised Active brand already differentiated for Aquatics.
- History of a long programme at most centres, many of the children who were taught are now coming back to teach.
- Some centres have great viewing areas.
- Established part of the community.
- Excellent links with schools.
- Quest accreditations – three at the excellent categories.
- Passionate team members with a great experience across the centres.
- Good links with the local council.
- Financially stable.
- Increased population and thus demand for aquatics.

### WEAKNESSES

- Not enough information or education to the public about swimming and its positive effects on physical/mental health & wellbeing.
- Some ancillary services need investment.
- Availability of car parking, particularly at peak times at certain sites.
- Swim programme lacks innovation, progression and does not always compliment other activities.
- No clear pathway into higher levels to keep children physically active.
- A lack of qualified Swimming Teachers.
- Lack of a development pathway for Swim Teachers
- Marketing and promotion of health & fitness meaning gym/group exercise and not aquatics.
- Historical lack of a co-ordinated approach to an aquatics offer involving the operator, local authority, aquatic clubs.
- Not being able to keep up with demand for swimming lessons, particularly at early stages.
- Learner pools are too small.
- Significant waiting lists for children to access lessons.
- Older facilities.
- Labour intensive booking system.





## OPPORTUNITIES

- Drive increases in participation aligned with key stakeholder strategies and partners including SE and South Gloucestershire Council (SGC)
- Grow the Swim Academy and develop a co-ordinated development pathway, working closely with the Swimming Clubs and SE.
- Develop link sessions with clubs, and an academy to complement the current program.
- Develop a complimentary Schools swimming offer that seeks to meet the National Curriculum standards and increase water confidence.
- Encourage schools to sign up to Swim England Schools Swimming and Water safety charter
- Develop a co-ordinated approach of record keeping to schools achievements and links with Swimstars
- Better links with schools and children coming onto the learn to swim programme.
- Rethink and redevelop swimming programmes and review programme effectiveness.
- Develop additional aquatic opportunities within the program such as mono fin, water polo.
- Develop staff training aligned with health & lifestyle and explore ways of co-ordinating staff development with stakeholders and partners.
- Raise the profile of swimming through marketing and promotion, to reinforce swimming as a key activity to drive health improvement and lifestyle change.
- Further develop a social benefit aspect to swim tuition and competition.
- Create a pathway of physical activity from childhood through to old age.
- Keep children physically active through linking with other physical activities that we provide.
- In house tutor to develop and train our own Swim Teachers
- Growth, progression, keeping children in the program for longer.

## THREATS

- The effect of covid 19 on development of facilities in line with national concerns
- Ongoing funding pressures – CT lost its Management fee from the local authority in 2020 and the effects of Covid 19 and not trading for an extended period of time.
- Increased competition, in an ever evolving health & fitness market and from private swim schools and pools.
- A decline in swimming participation (particularly adults) and loss of income locally and nationally
- Commercial objectives starting to outweigh social objectives.
- Staffing challenges pay competition and a lower unemployment.
- Private sector increasing a market share
- Inability to recruit and retain aquatics staff.
- Keeping up with demand, with increasing population and no additional pool space planned.
- The effect of inflation on peoples available income.
- Increased facilities costs.



## 2.3 Strategic Context

### NATIONAL

This Aquatics Strategy is being developed at a time of great flux within the sport and leisure Industry. The health of the nation has moved higher up the Government agenda as the UK faces a physical inactivity epidemic, which has been enhanced by the effect of the Covid 19 pandemic. It requires the industry and partners to look beyond merely measuring how many people take part in sport and physical activity. There are also a number of demographic groups whose engagement in sport and physical activity is well below the national average. Against this backdrop the Government strategy for sport and physical activity; **Sporting Future: A New Strategy for an Active Nation**, the framework concentrates on 5 key outcomes to redefine what success looks like in sport.<sup>1</sup>

- Physical wellbeing
- Mental wellbeing
- Individual development
- Social and community development
- Economic development

Putting this policy into practice means significant change for key organisations responsible for developing sport, such as Sport England and, in an aquatic context, Swim England, whom Sport England

funds as one of a number of National Governing Bodies (NGB's). In its new strategy; **Uniting the movement**<sup>2</sup>, Sport England makes tackling physical inactivity one of its main priorities, with a significant amount of funding available to any organisation who can contribute to the measured outcomes in the Governments strategy and proposes changes to how NGB's will be funded in future

Tim Hollingsworth the Chief Executive of Sport England has introduced their latest Strategy - Uniting the movement Sport England Strategy 2021.

"This strategy comes at a critical time. Alongside the National Lottery and government, we have made significant funding available, but many organisations are struggling, and activity levels have taken a significant hit. But amid all that challenge and uncertainty, we believe there are also enormous opportunities to fast-track the role sport and physical activity plays in helping people to live happier, healthier lives."

"With a short-term focus on helping sport to recover from the ongoing challenges of the pandemic, this strategy identifies the other major issues that for the next decade will be a priority. At the heart of all this is a ruthless focus on providing opportunities to people and communities that have traditionally been left behind, and helping to remove the barriers that stop them from playing sport and being active."

Tim Hollingsworth, Chief Executive, Sport England

<sup>1</sup>. Sporting Future: A New Strategy for an Active Nation

<sup>2</sup>. Uniting the movement, Sport England Strategy 2021



# One Page Strategic Plan from May 2020



## Our Vision – A nation swimming

### Our Mission

Creating a happier, healthier, and more successful nation through swimming

### Our Cause

"Swimming: Every child learns; every community enjoys; every medal inspires."

### Our Values

Quality Purpose Togetherness Fun, Resourceful

## Guiding Principles

### Innovation/Digital Transformation

Foster a culture of innovation and connect with the entire aquatic family through a programme of digital transformation.

### Membership Support

Deliver exceptional support and value to all members, regions, counties, and clubs

### Partnership and accountability

Work openly and constructively with our stakeholders, partners, and community.

### Employer and Volunteer workplace of choice

Engage employees and volunteers with fairness, dignity, and respect.

### Leadership

Foster pro-active leadership as the recognised authority for swimming.

### Responsible stewardship and governance

Manage our finance and infrastructure prudently within a sound governance framework

### Sustainability

Foster a culture of revenue generation to support all our aquatics activities.

### Inclusion

Equality and diversity is owned by the entire organisation and embedded throughout our programmes.

## Strategic Goals

Clubs and Membership	Sport Development	Workforce	Swimming for Life	Facilities partner support   Leadership
<p>Membership front and Centre in everything that we do.</p> <p>Provide value and exceptional support to our clubs and core members.</p> <p>Significantly grow our membership by providing an opportunity for all those swimming regularly to be part of the Swim England family</p> <p>Connect directly with all our members retaining them in our activity and sports.</p>	<p>Increase the visibility of the aquatic sports and make them a clear and accessible choice for all young people.</p> <p>Enable access to our sports for a diverse range of participants and ensure that they all develop all-round character skills.</p> <p>Enable the most talented to fulfil their potential through inclusive and seamless pathways to World Class Programmes.</p>	<p>Retain and attract talented and motivated volunteers and employees.</p> <p>Provide high quality training and support to the whole aquatics industry. Ensuring access for all without barriers.</p>	<p>Provide expert resources, knowledge, and influence to ensure everyone has the opportunity to learn to swim and continue to enjoy swimming for health, fitness, and fun throughout their life.</p> <p>Improve the number of children learning to swim, in particular, disadvantaged groups where we know the swimming attainment levels are lower.</p>	<p>Provide expert guidance and support to the aquatics industry to ensure there is sufficient, quality water space, trained staff, and effective programmes to enable everyone to enjoy regular swimming</p> <p>On behalf of the industry and our members, campaign for issues affecting the sector and lead collective campaigns to engage current and potential participants.</p>
Sustainability/Innovation				
<p>Provide innovative solutions to streamline business processes and increase member/partner engagement.</p> <p>Create and retain appropriate sustainable revenue streams</p> <p>Operate under a sound financial and governance umbrella</p>				

## LOCAL

South Gloucestershire's **Joint Health and Wellbeing Strategy 2017-2021** (JHWS)<sup>3</sup>, identified a number of priority themes, with tackling physical inactivity being a key strategic aim. Approximately 78% of adults in South Gloucestershire do not achieve the recommended levels of physical activity (i.e. the Chief Medical Officer's recommended level of at least 150 minutes of moderate intensity activity per week).<sup>4</sup>

**South Gloucestershire's Physical Activity Strategy 2015-2020**, (PAS) which has been developed to tackle the issue of physical inactivity, goes further in identifying some of the key findings for South Gloucestershire, taken from various data sources<sup>5</sup>:

- One in four of the adult population are classed as physically inactive, that is, they fail to achieve 30 minutes of moderate intensity activity per week. They fall into the Chief Medical Officer's "high risk" category and are at a much greater risk of developing serious chronic diseases.
- Adult Active Lives Survey 20-21 27.5% Adults less than 30 minutes exercise per week.<sup>6</sup>
- Children Active Lives Survey 20-21 32.4% children less than 30 minutes of exercise per week.<sup>7</sup>
- Currently the prevalence of overweight (including obese) reception children is 14.4% and in year 6 is 25.5%.

The South Gloucestershire PAS focuses action across three identified themed domains of Active People, Active Places and Active Programmes, these themes chosen as they affect everyone that lives or works in South Gloucestershire at individual, family and community level, irrespective of their circumstances.<sup>5</sup>

## THE ORGANISATION'S STRATEGY

CT produced 'Reset' detailing the Strategic aims in response to covid. The aims are:

1. Delivering a sustainable charitable business for customers and communities.
2. Re-establishing the charity and customer base.
3. Capitalising on new social value and business opportunities.

It will have key aims and seek to develop a range of aquatics outcomes delivered to contribute to the achievement of the overarching strategic objectives. It will also aspire to positively influence the health and wellbeing of South Gloucestershire residents, with a focus on a culture of developing sector leading services and growing participation, linking to the local and national strategies identified above. The aquatic outcomes will be measured to assess impact using a set of Performance Indicators (PI's) that will link to the main Key Performance Indicators (KPI's) for the business.

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<sup>3</sup>. South Gloucestershire Joint Health and Wellbeing Strategy 2013 – 2016

<sup>4</sup>. Physical Activity: Applying All Our Health - gov.uk

<sup>5</sup>. South Gloucestershire's Physical Activity Strategy 2015 – 2020

<sup>6</sup>. Adult Active Lives Survey

<sup>7</sup>. Child Active Lives Survey





SECTION

3

Introduction

Swimming is one of the most popular sports activities in Great Britain, however this has been in decline over the past 10 years. The effect of the pandemic was dramatic with the prolonged closure of facilities. As a result people have taken up alternatives. Large increases have been seen in walking and cycling, whereas fitness, swimming, team sport and active travel have decreased.<sup>1, 8</sup>

Swimming numbers fell dramatically as a result of the pool closures during the pandemic. Although numbers began to recover as restrictions eased, the national lockdown of Jan/Feb 2021 reversed those gains.

CT operate 5 swimming pools across South Gloucestershire, of these pools Longwell Green is the most recent, opening in 2007; Kingswood underwent a pool refurbishment in 2011 to convert its 33 metre pool to a 25 metre pool with separate teaching pool; Bradley Stoke added a main 25 metre pool and teaching pool to its existing dry side facility in 2004. There are plans for a redevelopment of Kingswood Leisure Centre.

In the 2021/22 budget, aquatics accounts for over a third of the overall budget and made the second biggest contribution behind gyms/group exercise. Certain elements of the aquatics programme are doing well; the Swim Academy has over 10,000 children on the programme, over 35 schools currently use the pools for around 125 hours per week and there are 3 well established swimming clubs operating out of Kingswood, Yate and Thornbury pools. However, mirroring the national picture, adult casual swimming attendances were significantly down on the previous years. Comparing 19/20 to 21/22 we have 40% less swimming attendances. Swimming pool programmes across sites have undergone significant changes since the pandemic, due to Covid government recommendations. Many of these changes have remained which have had an impact on booking, learn to swim programmes, schools, swimming clubs and other aquatic clubs/activities.

In 2020 CT lost its management fee that SGC paid the organisation to manage the leisure facilities. The funding loss, means the organisation needs to generate enough income to overcome the reduction in revenue.

Other risk factors include wage increases in line with the National Living Wage and industry wage increases as well as, increased pension contributions, ageing building stock, rising energy costs and increased competition.

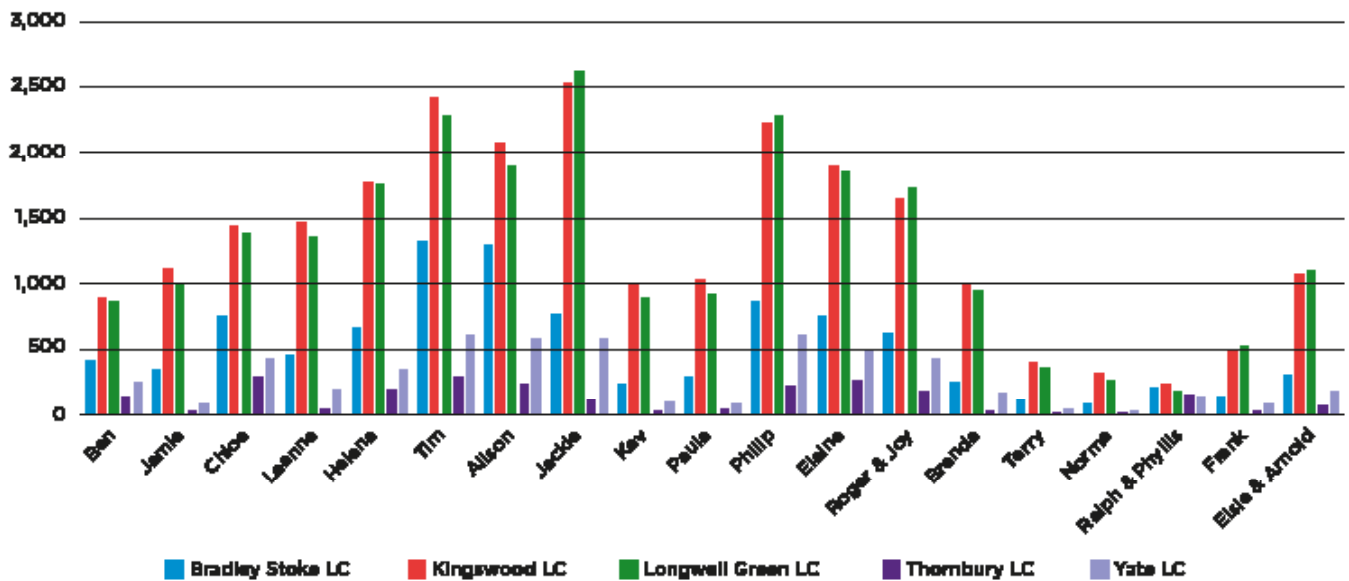
The Aquatics Strategy is also an opportunity to tap into a large latent demand in South Gloucestershire for swimming. The charts on the following page providing insight data from West of England Sport Trust (WESPORT) shows the current numbers of people participating in swimming at each of the five Circadian Trust pools and the numbers of people wanting to participate in swimming. (Source: Sport England Market Segmentation.)

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1. Sporting Future: A New Strategy for an Active Nation

8. Active Peoples Survey

## Population within 5km of the Leisure Centres participating in: **Swimming**

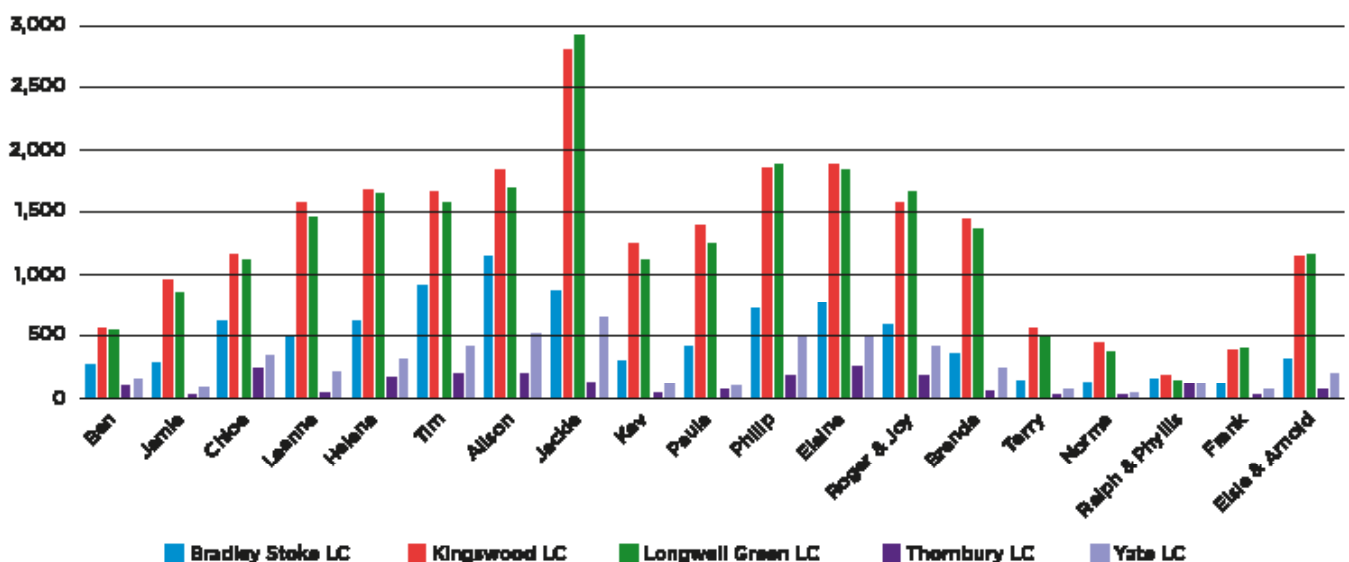


### SPORT ENGLAND MARKET SEGMENTATION PROFILES GRAPHIC:

Sport England has developed 19 sporting segments using socio-economic and demographic data and overlaid with Sport England's Active People and satisfaction data as well as the DCMS/Sport England Taking Part survey. This data is used to profile the different groups behaviour, preferences and motivations and barriers towards sport:

<b>BEN</b>	Competitive Male Urbanites	<b>PHILIP</b>	Comfortable Mid-Life Males
<b>JAMIE</b>	Sports Team Lads	<b>ELAINE</b>	Empty Nest Career Ladies
<b>CHLOE</b>	Fitness Class Friends	<b>ROGER &amp; JOY</b>	Early Retirement Couples
<b>LEANNE</b>	Supportive Singles	<b>BRENDA</b>	Older Working Women
<b>HELENA</b>	Career focused females	<b>TERRY</b>	Local "Old Boys"
<b>TIM</b>	Settling Down Males	<b>NORMA</b>	Later Life Ladies
<b>ALISON</b>	Stay at Home Mums	<b>RALPH &amp; PHYLLIS</b>	Comfortable Retired Couples
<b>JACKIE</b>	Middle England Mums	<b>FRANK</b>	Twilight Year Gents
<b>KEV</b>	Pub League Team Mates	<b>ELSIE &amp; ARNOLD</b>	Retirement Home Singles
<b>PAULA</b>	Stretched Single Mums		

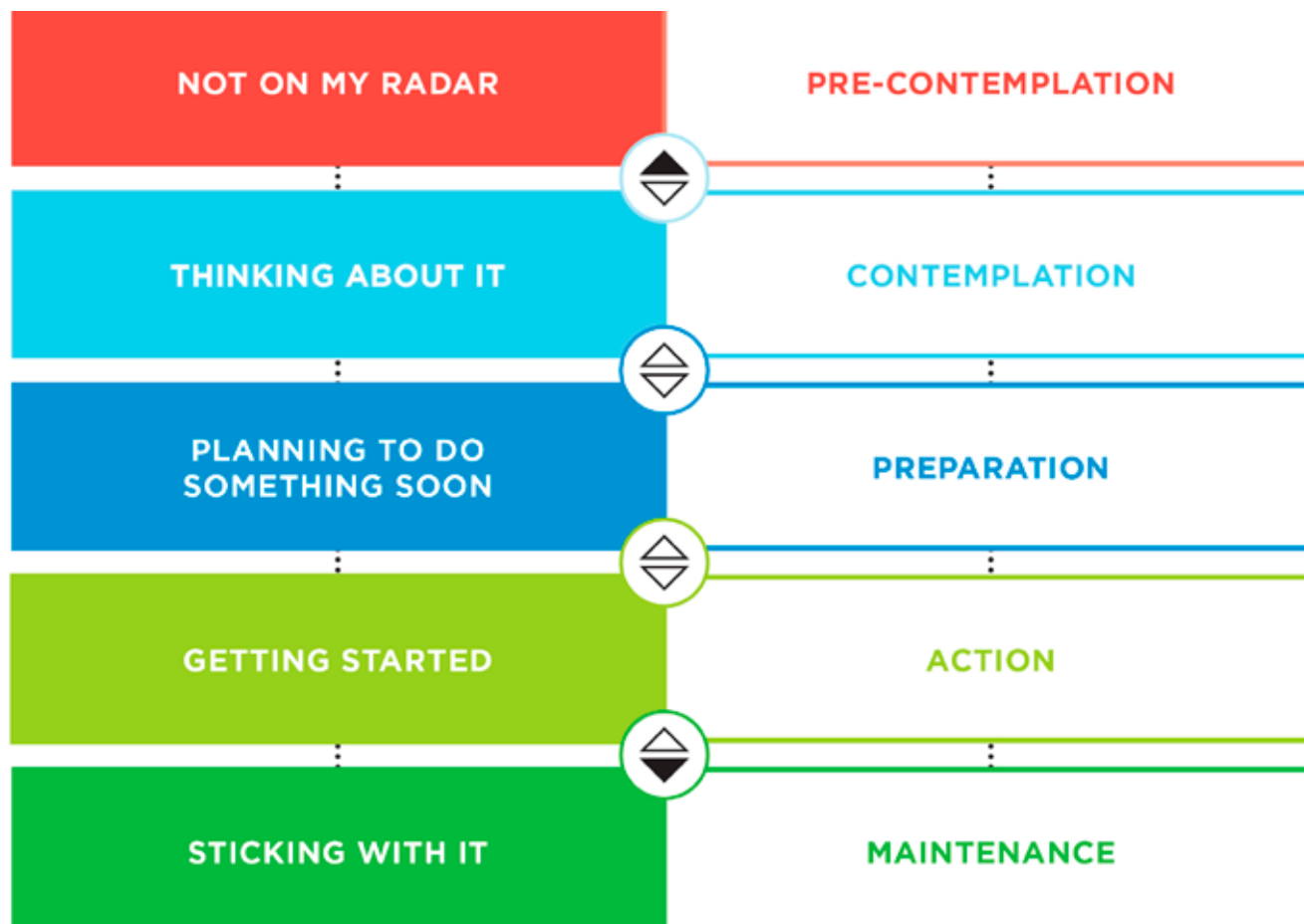
## Population within 5km of the Leisure Centres wanting to participate in: **Swimming**





These figures suggest there is an opportunity to almost double the numbers of people, and variety of people as identified by the Sport England Market Segmentation, swimming at CT pools. As part of the strategy we must identify what are the current barriers to these people participating and what we

need to do to change their behaviour; Sport England have developed a “Behaviour Change Model” as part of their Strategy which features five key stages of behaviour, that could be utilised by CT to define what key interventions need to be made:<sup>1</sup>



In addition and linking to the Strategic priority themed domains of people, places and programmes within South Gloucestershire’s PAS, we need to target and engage the key people/groups not participating and then take steps to increase the chances of changing their behaviour through availability of sessions, planning, outreach and innovation within our aquatic programmes at the Centres.

As well as increasing the number of participants in aquatics, we must also focus on retention – keeping swimmers for longer, swimming more frequently and “extending the life of the swimmer”. This task has equal importance to bringing in new customers to swim and in the current economic climate one that should be at the forefront of our business.

<sup>1</sup>. Sporting Future: A strategy for the next generation

## SECTION

# 4

## Mission, Vision and Values

The Organisation's Mission is "Inspiring Active Lifestyles". In an aquatic context this means that everyone involved with aquatics within Circadian Trust will be aiming to inspire more people of all ages and backgrounds to swim more regularly over an increasingly longer period of time.

Our Vision "A Healthy, Active Community" can be seen in the context of our key aims within this strategy, to provide more opportunities for people to participate, develop and enjoy the health and wellbeing benefits of swimming.

Our core values will be aligned and will be key in our ability to deliver the aquatic outcomes outlined in this strategy.



**SECTION**

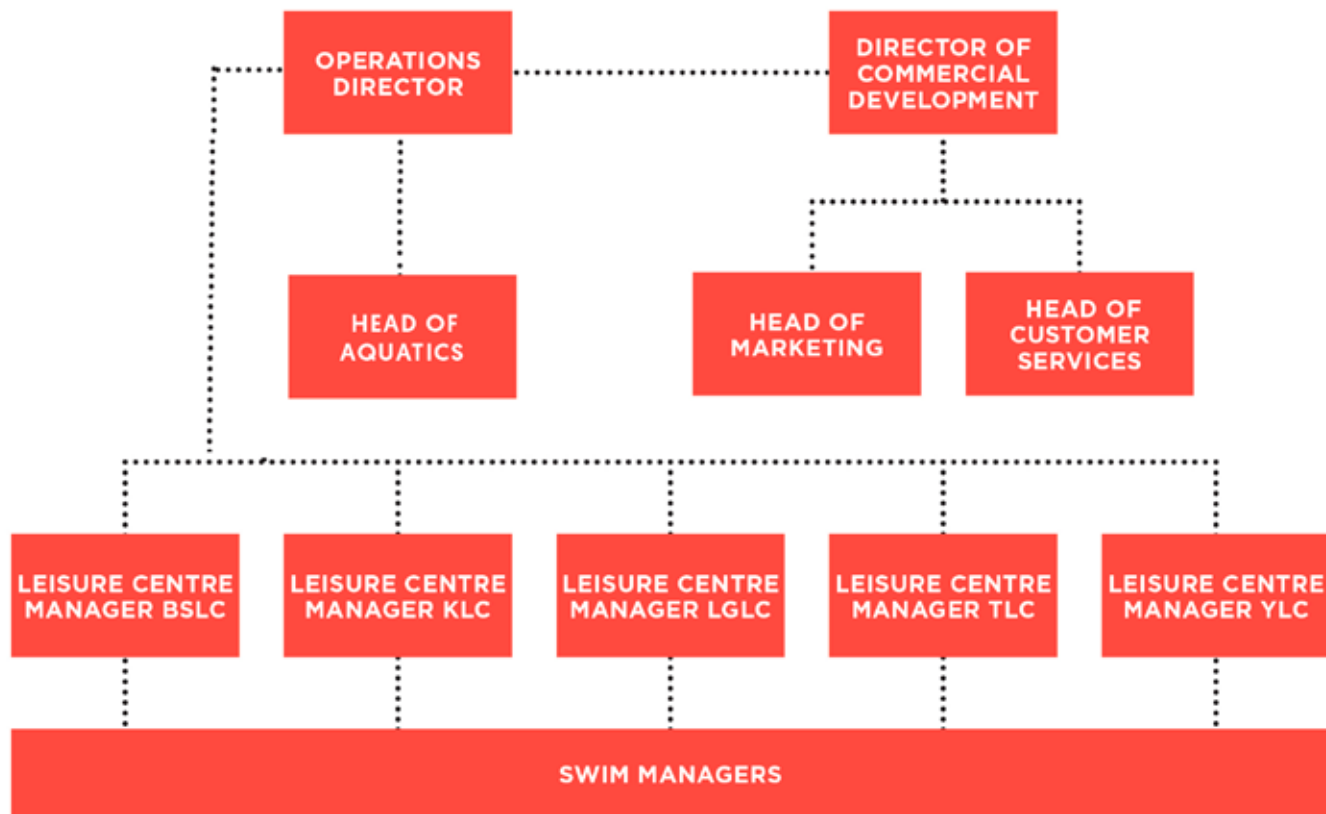
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# Governance and Structure



Circadian Trust is overseen by a board of Trustees drawn from across the local community. The Trustees ensure good governance and agree on strategic direction for the organisation. The Executive Management Team report to the board

4-5 times a year and give full updates on the areas of the strategic plan being worked on. The structure below shows the people largely responsible for delivery of this Aquatic Strategy and how this will influence the overall strategic plan:



## SECTION

# 6

## Community (Aquatics) – Key Aims

- To raise the profile of aquatics in the community through the implementation of the Swim England's Framework for growing swimming, thereby increasing swimming participation for people of all ages and backgrounds.
- To align with national and local strategies, in particular South Gloucestershire's Physical Activity Strategy, by targeting the key people/groups, providing access to facilities and developing programmes to enable all residents of South Gloucestershire to have the opportunity to make physical activity a normal part of daily life, highlighting swimming/aquatics as a fundamental life skill, as well as contributing to health and wellbeing.
- To operate a successful Swim Academy programme at all Circadian Trust pools and aquatics development programme and be the number 1 choice for learning to swim in the sub region.
- To work in partnership with the Swim England, swimming clubs, schools and aquatic clubs to develop an agreed aquatics operating model and swimming and club development pathway, thereby "extending the life of the swimmer".

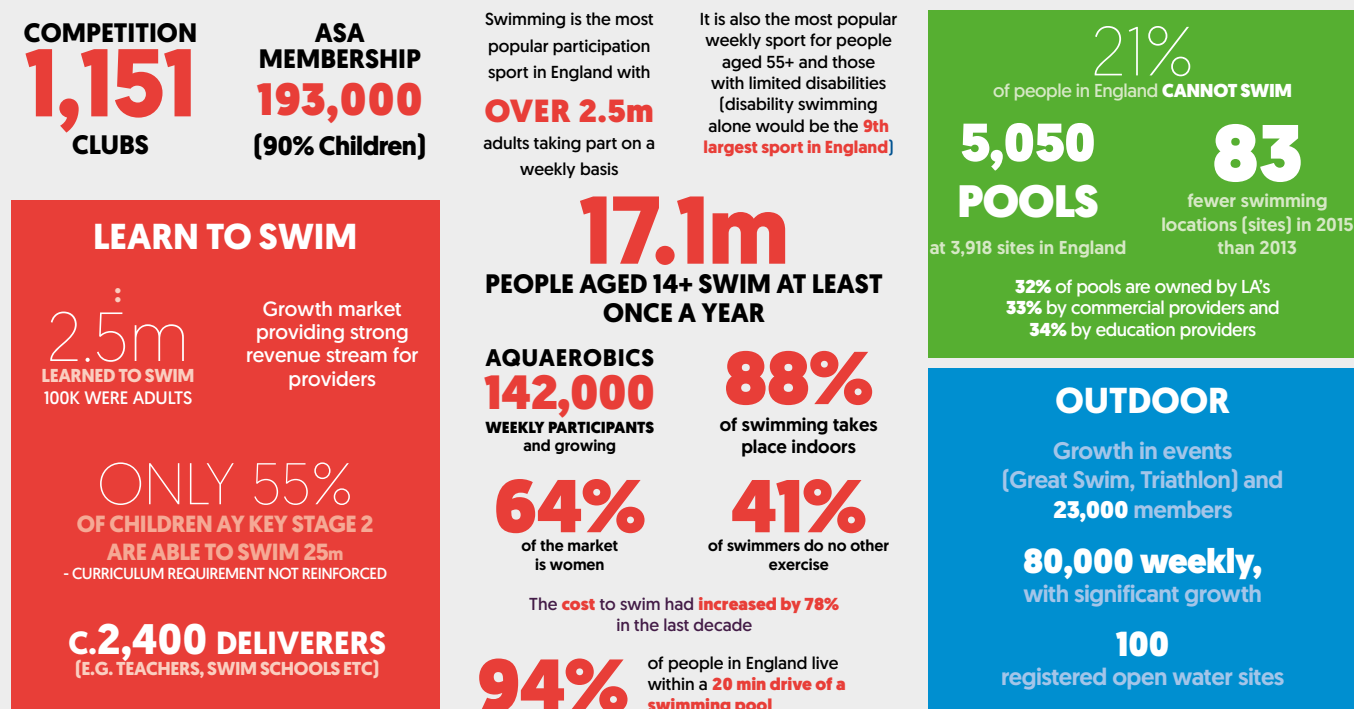
## AQUATIC AIM 1 – PARTICIPATION

**To raise the profile of aquatics in the community through the implementation of the ASA's Framework for growing swimming, thereby increasing swimming participation for people of all ages and backgrounds.**

Since Sport England's Active people Survey began 10 years ago, swimming has remained the most popular sport in England. Swimming's unique ability to appeal to both genders, all age groups and fitness levels, as well as to those with physical challenges or health conditions, means the potential

for engagement in the sport is huge. The following statistics from the ASA's Participation Strategy illustrate this potential and some of the challenges facing swimming:<sup>9</sup>

# SWIMMING IN ENGLAND



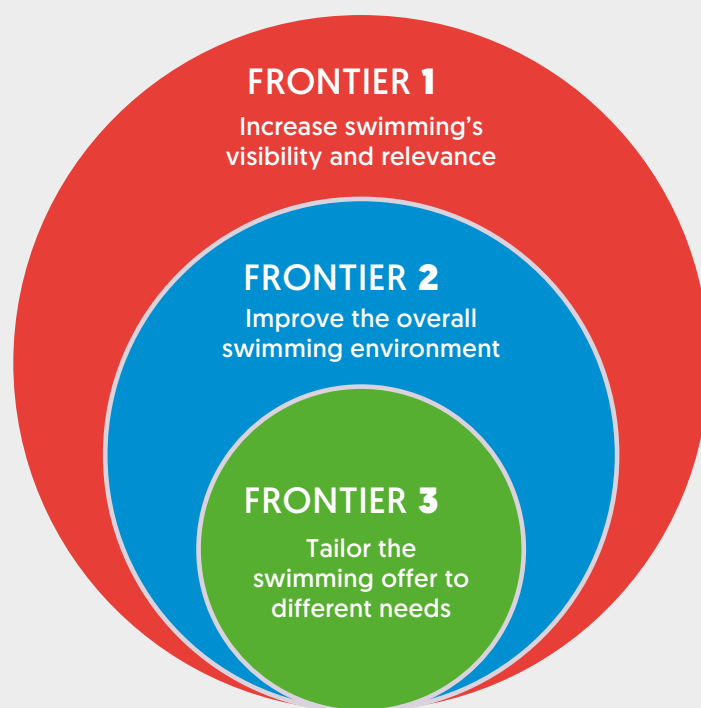
**Programmes in the marketplace** • Learn to swim (Child and Adult) • Swimfit • Aquaerobics (Aquafit / Aquajog / Aquazumba) • Lane Swimming Casual Swimming • Club Swimming • Women Only • Over 50s • Open Water (Triathlon/Open Water Swimming/Club)

Earlier figures have demonstrated that there is high latent demand for swimming in South Gloucestershire and our aim will be to inspire more people to take up swimming while retaining our

existing customers. We intend to implement the ASA's framework for growing swimming to help us realise our aim:<sup>9</sup>

## A FRAMEWORK FOR GROWING SWIMMING

Critical to address  
**ALL 3 FRONTIERS**  
to bring in new  
audiences and retain  
existing audiences



Under each frontier the key strategic developments, as informed by the SWOT analysis, insight data and Centre Frontier audits will be the following:

### INCREASE SWIMMING'S VISIBILITY AND RELEVANCE

- Innovative use of external imagery to promote aquatics on and around Leisure Centre buildings.
  - A commitment to drive at least two marketing campaigns a year aimed at swimming/aquatics as well as taking part in Swim England's National Campaign.
  - Develop consistent key messages on the importance of swimming as a fundamental life skill and its role in health and wellbeing and lifestyle change through marketing material, website, social media, staff communication/interaction with customers and testimonials.
  - Launch an Aquatics Brand Manual; to strengthen the "Active Aquatics" brand, develop consistency of delivery across the sites and be informed by Industry best practice and standards.
  - Link to Data Hub and the ASA Data Leagues/
- Swimming Tracker to be able to gather, analyse and benchmark activity data from across the industry.
  - Develop the customer journey that incorporates swimming/aquatics within a Lifestyle offering and relaunch our Centres as "Lifestyle" Centres.
  - Identify potential commercial partners and/or professional athlete to develop sponsorship opportunities and raise the profile of the aquatics programme.

<sup>9</sup>. The ASA Participation Strategy Rediscovering the Nation's Favourite Sport



## IMPROVE THE OVERALL SWIMMING ENVIRONMENT

- Review car parking availability and develop green travel plans across all Centres.
- Develop the Swimming lifestyle Activation as part of the customer journey, to incorporate tour of the swimming pool and its associated facilities, use of lockers, swimming equipment available, aquatic programmes and activities.
- Drive quality systems within the swimming environment, to include hygiene, improvement in ancillary services and facilities.
- Develop the workforce to become lifestyle advisers, giving advice on health, nutrition and being able to advise our customers on the best aquatic activity/programme to undertake, matched most closely to their needs/goals.
- Develop a capital plan to transform the culture on poolside at all Centres, to include imagery, lighting, refurbishment.
- Develop a Shared Risk Portfolio of Capital Investment, which will identify low, medium and high-risk strategies and potential funding partners for potential new facilities beyond 2020/21.

## TAILOR THE SWIMMING OFFER TO DIFFERENT NEEDS

- Establish a working group to review all Leisure Centre pool programmes with the core aims of developing a more targeted, consistent and progressive aquatics programme.
- Analyse the localised insight data in line with the Sport England Market Segmentation and develop a plan to target those markets, in conjunction with working with the Swim England on delivering programmes based on their research into swimming and non-swimming segments.
- As part of developing the workforce, introduce “Pool Walkers” to poolside, specialist trained, motivational staff who are able to give individual advice on swim technique, health, programme choices and development/performance coaching.
- Partner with swim tracking technology (Swim Tag), compatible with our existing Wellness Cloud technology, to support individuals swimming and health and wellbeing goals, motivation and progression.

These key strategic developments will be led by a Senior Manager with responsibility for Aquatics, supported by Head of Lifestyle Development, Head of Marketing and implemented at sites by Leisure Centre Managers. An Implementation Plan will be developed to begin in 2022 and cover the period 2022 – 2024.



## AQUATIC AIM 2 – ACCESS, OPPORTUNITY AND HEALTH

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**To align with national and local strategies, in particular South Gloucestershire's Physical Activity Strategy by targeting the key people/groups, providing access to facilities and developing programmes to enable all residents of South Gloucestershire to have the opportunity to make physical activity a normal part of daily life, highlighting swimming/aquatics as a fundamental life skill, as well as contributing to health and wellbeing.**

The Government's strategy, Sporting Future: A New Strategy for an Active Nation talked about engaging those demographic groups who tend not to take part in sport or physical activity, these include women and girls, disabled people, those in lower socio-economic groups and older people. At local level, key findings for South Gloucestershire referred to earlier in this strategy confirm this with South Gloucestershire's Physical Activity Strategy stating that "we know that those on a low income, females, those from minority ethnic groups and those with a disability are less active than the general population"<sup>5</sup>

CT has an important role to play in contributing to these strategies, its facilities are rooted within the community it serves and as a charitable trust, giving those groups the opportunity to become more

active and thereby helping to increase their health and wellbeing, should be at the heart of what we do. Strategic developments will include:

- Work in partnership with South Gloucestershire Council's Public Health and Wellbeing Division to support their work across the three priority domains and their wider health improvement programmes, promoting swimming/aquatics as a fantastic activity to become active and using the Behaviour Change Model (illustrated earlier in this strategy) as the key driver.
- Establish a working group to review all Leisure Centre Pool Programmes, in consultation with the community and develop a programme that provides access and opportunities where possible, to those target groups described above, helping them to become more active.
- Develop a health referral model for swimming, linking with a variety of stakeholders, including SGC, Swim England, Wesport and local NHS surgeries and clinics.

Work on these strategic developments will be led by Head of Aquatics. Work will begin in 2022, with a plan in place through to 2025.

## AQUATIC AIM 3 – DEVELOPMENT PROGRAMMES

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**To operate a successful Swim Academy programme at all CT pools and aquatics development programme and be the number 1 choice for learning to swim in the sub region**

Aligned to Aquatic aim 1 and 2, which is focused on inspiring more people within South Gloucestershire to take up and regularly participate in sport, in particular aquatics; CT recognises that to achieve this swimming must be embedded from an early age as a crucial life skill, an activity that is accessible to all and that is valued and enjoyed as part of a healthy lifestyle. Taking up aquatic activities must also be viewed as

an opportunity to have fun, develop and stimulate people to make [positive] lifestyle choices throughout all stages of their life. The key developmental programmes/areas that will contribute to the above are in relation to the following:

### LEARN TO SWIM

CT already operate a successful Swim Academy programme with over 10,000 children currently on the programme, this has progressed from around 2,800 children in 2013/14. However insight data and analysis from the Swim England and demographics indicate that the current number could increase significantly:

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<sup>5</sup>. South Gloucestershire's Physical Activity Strategy 2015 – 2020

## SUMMARY DEMOGRAPHICS

# Bradley Stoke Leisure Centre

Describing Bradley Stoke Leisure Centre (10 Minutes) in relation to United Kingdom

**Creation Date: January 19, 2022**

## Summary of the Area

The following table details some key demographics for the selected area in relation to the base.

Households within the area	29,401
Households within the base	28,531,389
Population within the area	74,148
Population within the base	67,712,706
Male Population within the area	36,958
Male Population within the base	33,450,896
Female Population within the area	37,191
Female Population within the base	34,261,810

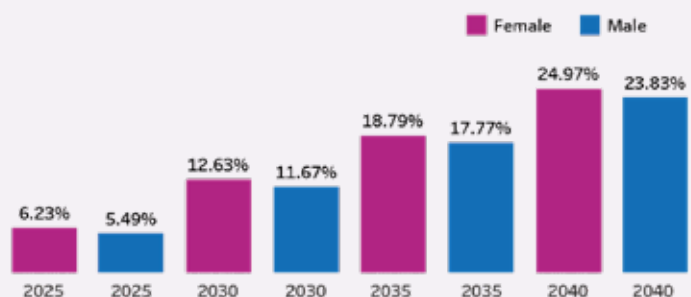
Source: Experian January 2022.

## Will the area grow or decline?

Population projections in Target Area

YEAR	AREA	AREA%
2020	74,149	0.00
2025	78,495	5.86
2030	83,160	12.15
2035	87,703	18.28
2040	92,240	24.40

Population Change Male v Female

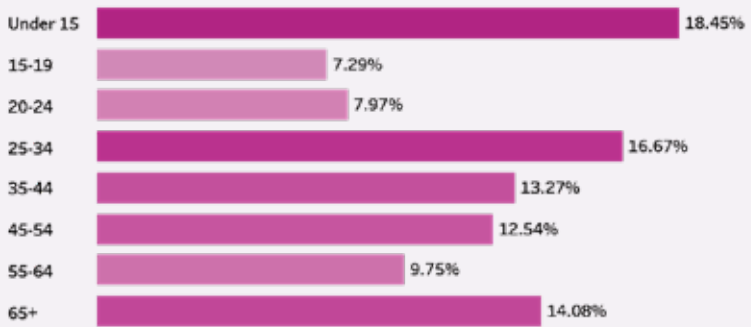


Source: Experian Population Projections (2022 ).

## Who lives in the area?

AGE	AREA
Under 15	13,677
Age 15-19	5,402
Age 20-24	5,908
Age 25-34	12,360
Age 35-44	9,840
Age 45-54	9,296
Age 55-64	7,227
Age 65+	10,438
TOTAL	74,148

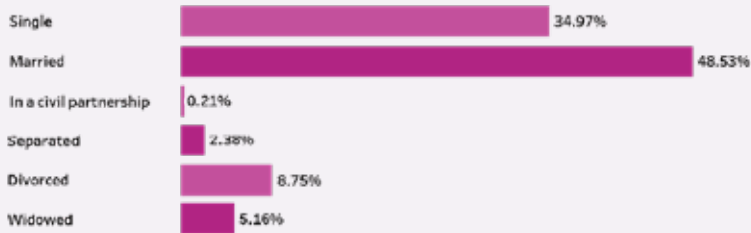
Age Bands (%)



Source: Experian Age and Gender Estimates (2022).

## What is the marital status of the area?

MARITAL STATUS	AREA
Single	18,096
Married	25,109
In a civil partnership	109
Separated	1,233
Divorced	4,526
Widowed	2,669
TOTAL	51,742



Source: Experian Age and Gender Estimates (2022).



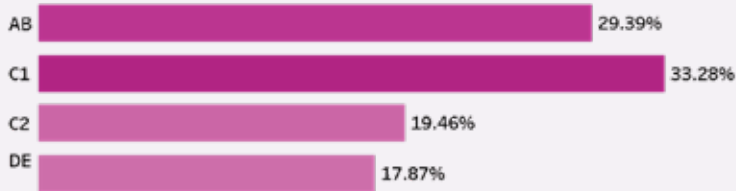


## What is the ethnic make-up of the area?

ETHNIC GROUP	AREA%	BASE%
White	91.16	87.07
Gypsy / Traveller / Irish Traveller	0.14	0.10
Mixed / Multiple Ethnic Groups	1.86	1.98
Asian / Asian British: Indian	2.45	2.30
Asian / Asian British: Pakistani	0.47	1.86
Asian / Asian British: Bangladeshi	0.09	0.71
Asian / Asian British: Chinese	1.01	0.69
Asian / Asian British: Other Asian	0.97	1.36
Black / African / Caribbean / Black British	1.26	3.01
Other Ethnic Group	0.59	0.92
TOTAL	100.00	100.00

## What is the make-up of social grades in the area?

SOCIAL GRADES	AREA	AREA%	BASE%
AB	6,012	29.39	22.17
C1	6,806	33.28	30.84
C2	3,980	19.46	20.94
DE	3,654	17.87	26.05
TOTAL	16,798	100.00	100.00



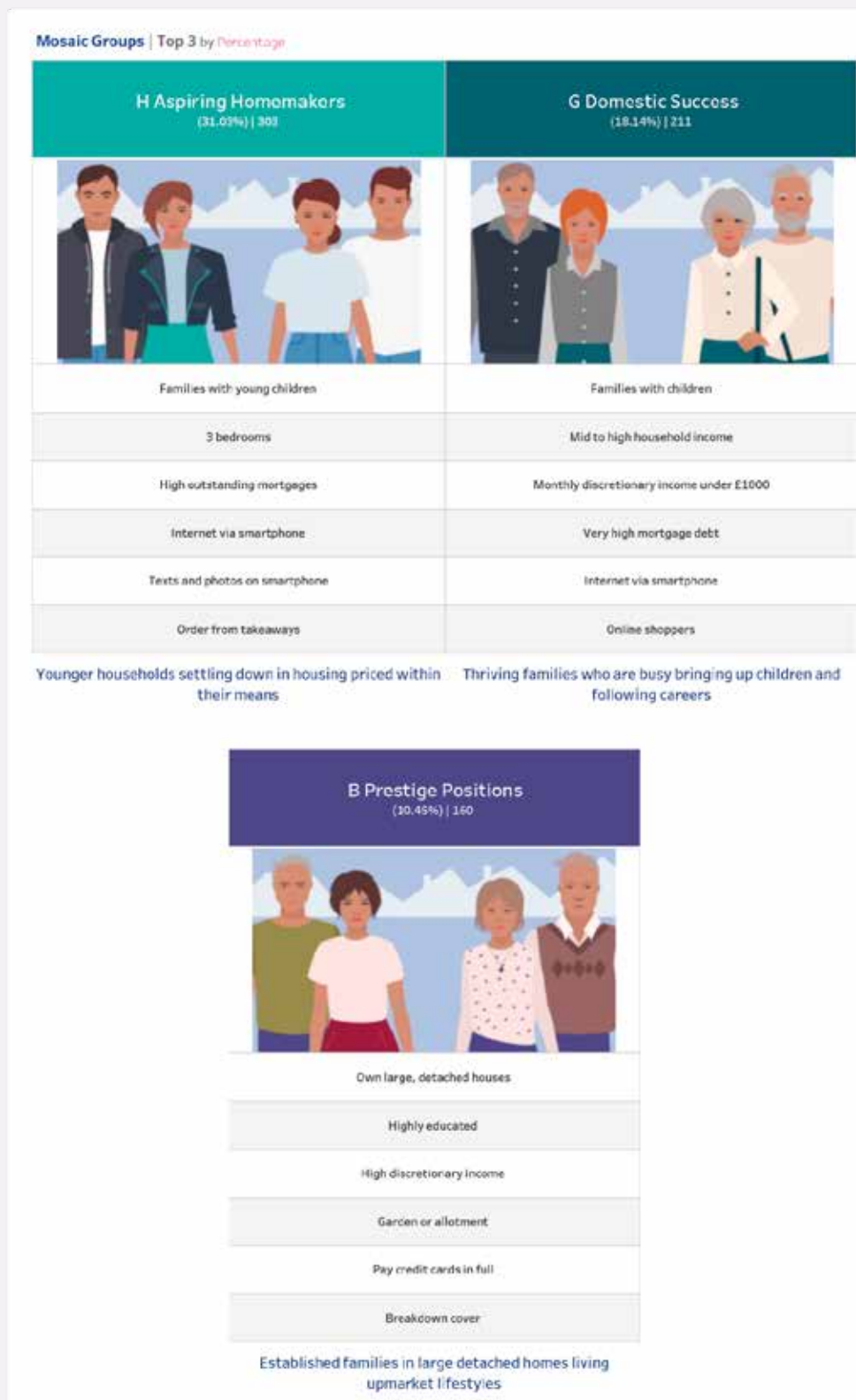
Source: Experian [2022].





# What is the residential profile of the area by Mosaic UK 6?

Mosaic UK 6 classifies all consumers in the United Kingdom by allocating them to one of 15 Groups and 66 Types. The 15 Groups are shown below as a profile using data for Households in your target area. The groups, types and the supporting descriptive information paint a detailed picture of UK consumers in terms of their socio-economic and socio-cultural behaviour.





## SUMMARY DEMOGRAPHICS

# Kingswood Leisure Centre

Describing Kingswood Leisure Centre (10 Minutes) in relation to United Kingdom

**Creation Date: January 19, 2022**

## Summary of the Area

The following table details some key demographics for the selected area in relation to the base.

Households within the area	70,647
Households within the base	28,531,389
Population within the area	166,447
Population within the base	67,712,706
Male Population within the area	82,035
Male Population within the base	33,450,896
Female Population within the area	84,411
Female Population within the base	34,261,810

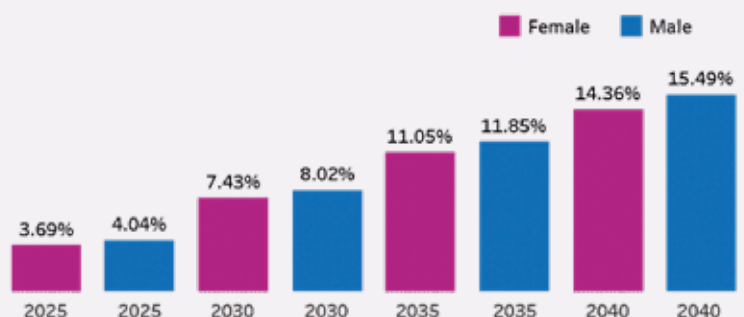
Source: Experian Current year estimates (January 2022).

## Will the area grow or decline?

Population projections in Target Area

YEAR	AREA	AREA%
2020	166,446	0.00
2025	172,876	3.86
2030	179,296	7.72
2035	185,496	11.44
2040	191,276	14.92

Population Change Male v Female

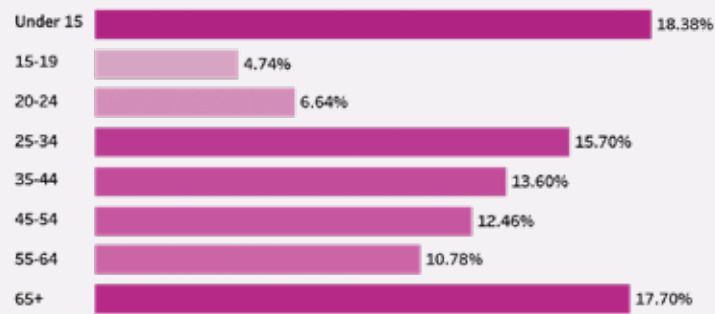


Source: Experian Population Projections (2022 ).



## Who lives in the area?

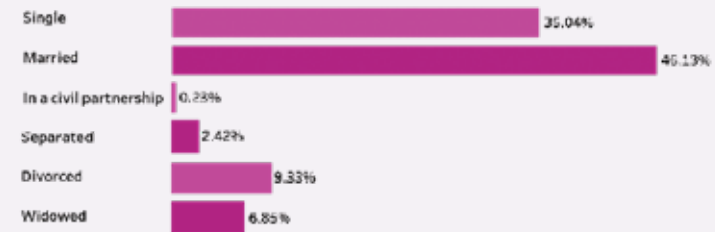
AGE	AREA
Under 15	30,593
Age 15-19	7,886
Age 20-24	11,056
Age 25-34	26,134
Age 35-44	22,634
Age 45-54	20,742
Age 55-64	17,027
Age 65+	17,93
TOTAL	166,447



Source: Experian Age and Gender Estimates (2022).

## What is the marital status of the area?

MARITAL STATUS	AREA
Single	43,440
Married	57,185
In a civil partnership	283
Separated	3,004
Divorced	11,564
Widowed	8,498
TOTAL	123,974



Source: Experian Age and Gender Estimates (2022).

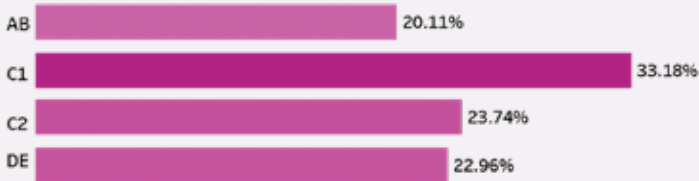


## What is the ethnic make-up of the area?

ETHNIC GROUP	AREA%	BASE%
White	89.55	87.07
Gypsy / Traveller / Irish Traveller	0.09	0.10
Mixed / Multiple Ethnic Groups	2.53	1.98
Asian / Asian British: Indian	1.19	2.30
Asian / Asian British: Pakistani	1.21	1.86
Asian / Asian British: Bangladeshi	0.41	0.71
Asian / Asian British: Chinese	0.44	0.69
Asian / Asian British: Other Asian	0.67	1.36
Black / African / Caribbean / Black British	3.28	3.01
Other Ethnic Group	0.63	0.92
TOTAL	100.00	100.00

## What is the make-up of social grades in the area?

SOCIAL GRADES	AREA	AREA%	BASE%
AB	9,741	20.11	22.17
C1	16,069	33.18	30.84
C2	11,498	23.74	20.94
DE	11,121	22.96	26.05
TOTAL	48,429	100.00	100.00



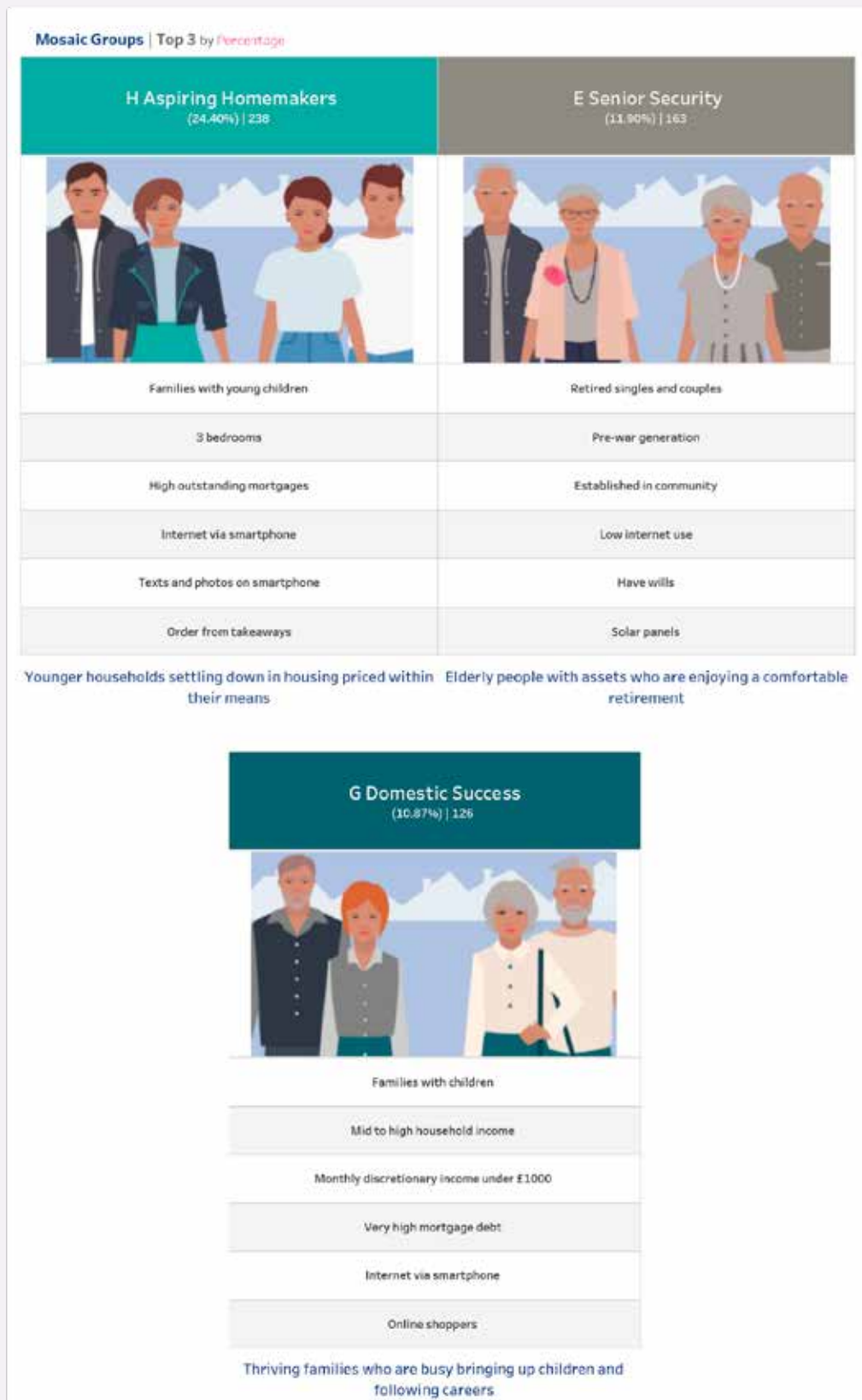
Source: Experian Population Projections (2022 ).





# What is the residential profile of the area by Mosaic UK 6?

Mosaic UK 6 classifies all consumers in the United Kingdom by allocating them to one of 15 Groups and 66 Types. The 15 Groups are shown below as a profile using data for Households in your target area. The groups, types and the supporting descriptive information paint a detailed picture of UK consumers in terms of their socio-economic and socio-cultural behaviour.





## SUMMARY DEMOGRAPHICS

# Longwell Green Leisure Centre

Describing Longwell Green Leisure Centre [10 Minutes] in relation to United Kingdom

**Creation Date: January 19, 2022]**

## Summary of the Area

The following table details some key demographics for the selected area in relation to the base.

Households within the area	68,919
Households within the base	28,531,389
Population within the area	162,88
Population within the base	67,712,706
Male Population within the area	80,181
Male Population within the base	33,450,896
Female Population within the area	82,704
Female Population within the base	34,261,810

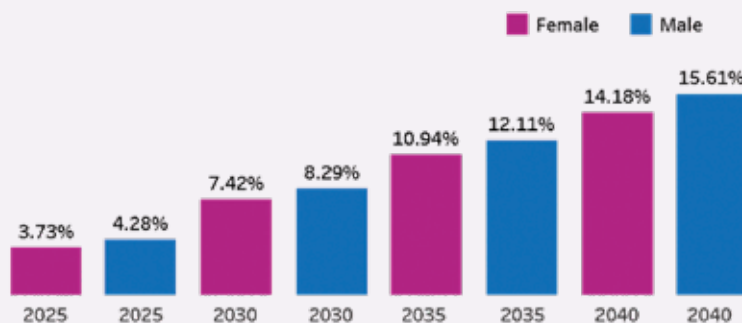
Source: Experian Current year estimates [2022]

## Will the area grow or decline?

Population projections in Target Area

YEAR	AREA	AREA%
2020	162,885	0.00
2025	169,400	4.00
2030	175,674	7.85
2035	181,640	11.51
2040	187,123	14.88

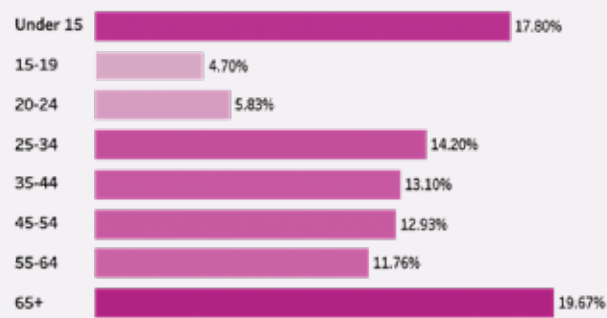
Population Change Male v Female



Source: Experian Population Projections [ 2022 ].

# Who lives in the area?

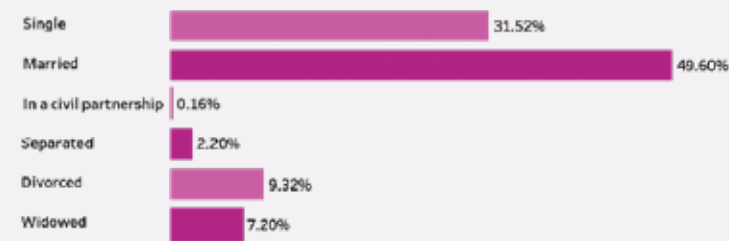
AGE	AREA
Under 15	29,002
Age 15-19	7,662
Age 20-24	9,498
Age 25-34	23,122
Age 35-44	21,342
Age 45-54	21,058
Age 55-64	19,155
Age 65+	32,046
TOTAL	162,885



Source: Experian Age and Gender Estimates (2022).

# What is the marital status of the area?

MARITAL STATUS	AREA
Single	38,307
Married	60,268
In a civil partnership	190
Separated	2,673
Divorced	11,322
Widowed	8,753
TOTAL	121,513



Source: Experian Age and Gender Estimates (2022).



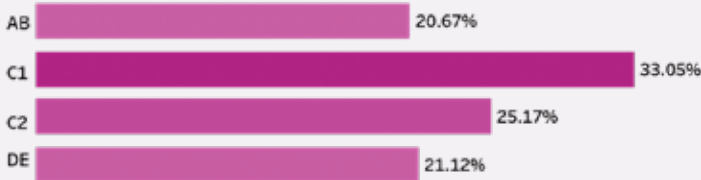


## What is the ethnic make-up of the area?

ETHNIC GROUP	AREA%	BASE%
White	94.84	87.07
Gypsy / Traveller / Irish Traveller	0.08	0.10
Mixed / Multiple Ethnic Groups	1.66	1.98
Asian / Asian British: Indian	0.54	2.30
Asian / Asian British: Pakistani	0.35	1.86
Asian / Asian British: Bangladeshi	0.16	0.71
Asian / Asian British: Chinese	0.36	0.69
Asian / Asian British: Other Asian	0.41	1.36
Black / African / Caribbean / Black British	1.32	3.01
Other Ethnic Group	0.28	0.92
TOTAL	100.00	100.00

## What is the make-up of social grades in the area?

SOCIAL GRADES	AREA	AREA%	BASE%
AB	9,435	20.67	22.17
C1	15,085	33.05	30.84
C2	11,488	25.17	20.94
DE	9,639	21.12	26.05
TOTAL	45,647	100.00	100.00



Source: Experian [2022].





# What is the residential profile of the area by Mosaic UK 6?

Mosaic UK 6 classifies all consumers in the United Kingdom by allocating them to one of 15 Groups and 66 Types. The 15 Groups are shown below as a profile using data for Households in your target area. The groups, types and the supporting descriptive information paint a detailed picture of UK consumers in terms of their socio-economic and socio-cultural behaviour.





## SUMMARY DEMOGRAPHICS

# Thornbury Leisure Centre

Describing Thornbury Leisure Centre (10 Minutes) in relation to United Kingdom

**Creation Date: January 19, 2022]**

## Summary of the Area

The following table details some key demographics for the selected area in relation to the base.

Households within the area	9,728
Households within the base	28,531,389
Population within the area	23,315
Population within the base	67,712,706
Male Population within the area	11,388
Male Population within the base	33,450,896
Female Population within the area	11,927
Female Population within the base	34,261,810

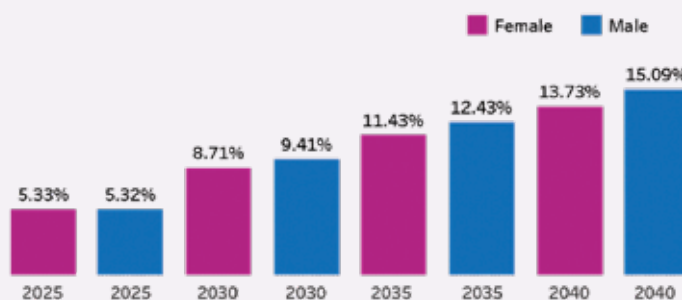
Source: Experian Current year estimates (2022).

## Will the area grow or decline?

Population projections in Target Area

YEAR	AREA	AREA%
2020	23,315	0.00
2025	24,556	5.32
2030	25,426	9.06
2035	26,094	11.92
2040	26,671	14.39

Population Change Male v Female

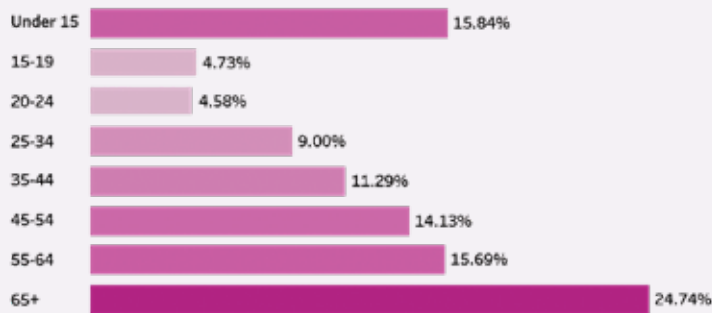


Source: Experian Population Projections [ 2022 ].



## Who lives in the area?

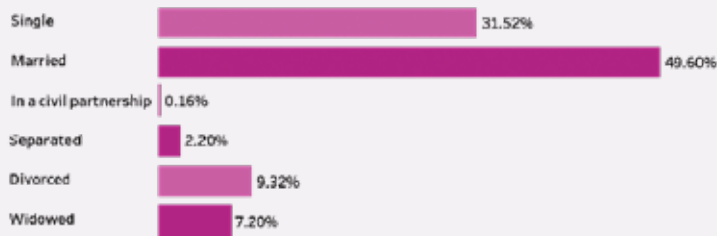
AGE	AREA
Under 15	3,693
Age 15-19	1,102
Age 20-24	1,068
Age 25-34	2,099
Age 35-44	2,632
Age 45-54	3,295
Age 55-64	3,658
Age 65+	5,768
TOTAL	23,315



Source: Experian Age and Gender Estimates (2022).

## What is the marital status of the area?

MARITAL STATUS	AREA
Single	4,204
Married	9,638
In a civil partnership	8
Separated	315
Divorced	1,398
Widowed	1,305
TOTAL	16,868



Source: Experian Age and Gender Estimates (2022).

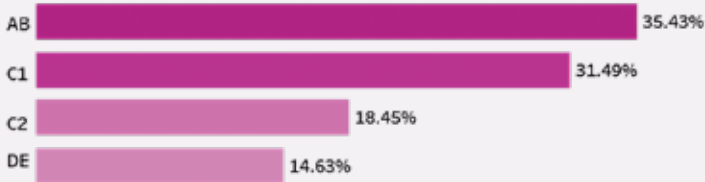


# What is the ethnic make-up of the area?

ETHNIC GROUP	AREA%	BASE%
White	97.54	87.07
Gypsy / Traveller / Irish Traveller	0.06	0.10
Mixed / Multiple Ethnic Groups	1.04	1.98
Asian / Asian British: Indian	0.43	2.30
Asian / Asian British: Pakistani	0.02	1.86
Asian / Asian British: Bangladeshi	0.06	0.71
Asian / Asian British: Chinese	0.16	0.69
Asian / Asian British: Other Asian	0.28	1.36
Black / African / Caribbean / Black British	0.24	3.01
Other Ethnic Group	0.16	0.92
TOTAL	100.00	100.00

# What is the make-up of social grades in the area?

SOCIAL GRADES	AREA	AREA%	BASE%
AB	1,991	35.43	22.17
C1	1,769	31.49	30.84
C2	1,037	18.45	20.94
DE	822	14.63	26.05
TOTAL	4,797	100.00	100.00



Source: Experian [ 2022 ].





# What is the residential profile of the area by Mosaic UK 6?

Mosaic UK 6 classifies all consumers in the United Kingdom by allocating them to one of 15 Groups and 66 Types. The 15 Groups are shown below as a profile using data for Households in your target area. The groups, types and the supporting descriptive information paint a detailed picture of UK consumers in terms of their socio-economic and socio-cultural behaviour.





## SUMMARY DEMOGRAPHICS

# Yate Leisure Centre

Describing Yate Leisure Centre [10 Minutes] in relation to United Kingdom

**Creation Date: January 19, 2022**

## Summary of the Area

The following table details some key demographics for the selected area in relation to the base.

Households within the area	18,753
Households within the base	28,531,389
Population within the area	45,598
Population within the base	67,712,706
Male Population within the area	22,408
Male Population within the base	33,450,896
Female Population within the area	23,190
Female Population within the base	34,261,810

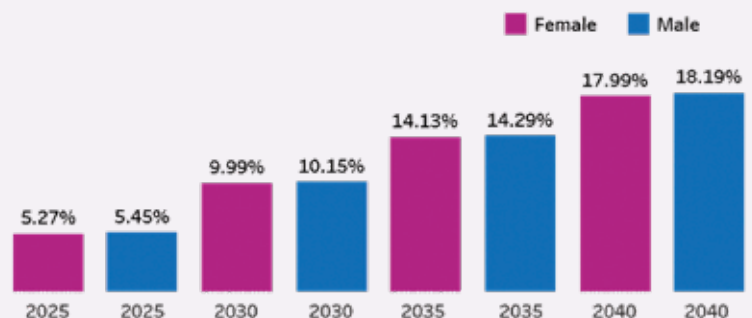
Source: Experian Current year estimates (2022).

## Will the area grow or decline?

Population projections in Target Area

YEAR	AREA	AREA%
2020	45,598	0.00
2025	48,043	5.36
2030	50,189	10.07
2035	52,078	14.21
2040	53,84	18.09

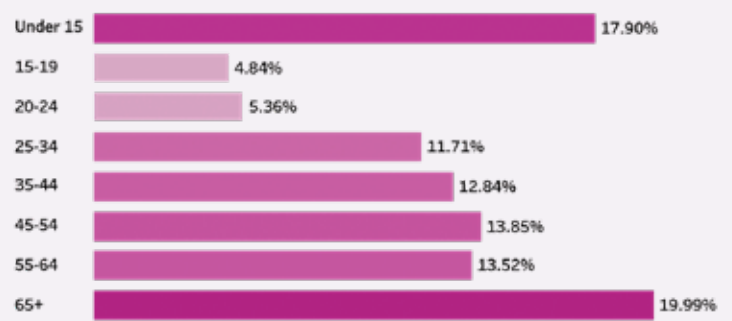
Population Change Male v Female



Source: Experian Population Projections (2022).

# Who lives in the area?

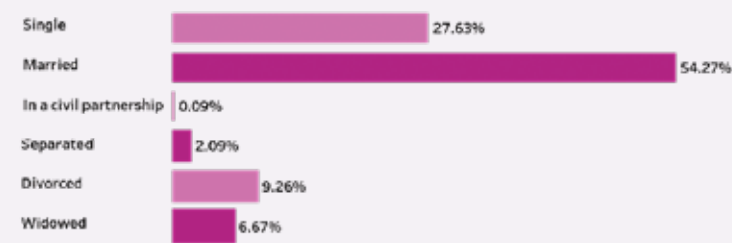
7,220	AREA
Under 15	8,162
Age 15-19	2,205
Age 20-24	2,442
Age 25-34	5,341
Age 35-44	5,853
Age 45-54	6,316
Age 55-64	6,165
Age 65+	9,114
TOTAL	45,598



Source: Experian Age and Gender Estimates (2022).

# What is the marital status of the area?

MARITAL STATUS	AREA
Single	9,466
Married	18,594
In a civil partnership	29
Separated	717
Divorced	3,174
Widowed	2,284
TOTAL	34,264



Source: Experian Age and Gender Estimates (2022).



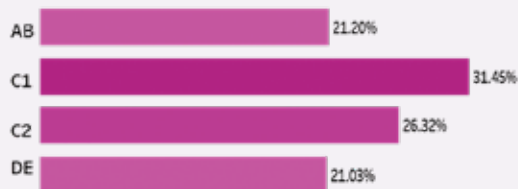


## What is the ethnic make-up of the area?

ETHNIC GROUP	AREA%	BASE%
White	97.42	87.07
Gypsy / Traveller / Irish Traveller	0.10	0.10
Mixed / Multiple Ethnic Groups	0.94	1.98
Asian / Asian British: Indian	0.38	2.30
Asian / Asian British: Pakistani	0.10	1.86
Asian / Asian British: Bangladeshi	0.09	0.71
Asian / Asian British: Chinese	0.17	0.69
Asian / Asian British: Other Asian	0.43	1.36
Black / African / Caribbean / Black British	0.28	3.01
Other Ethnic Group	0.11	0.92
<b>TOTAL</b>	<b>100.00</b>	<b>100.00</b>

## What is the make-up of social grades in the area?

SOCIAL GRADES	AREA	AREA%	BASE%
AB	2,670	21.20	22.17
C1	3,960	31.45	30.84
C2	3,314	26.32	20.94
DE	2,649	21.03	26.05
<b>TOTAL</b>	<b>12,593</b>	<b>100.00</b>	<b>100.00</b>



Source: Experian 2022



# What is the residential profile of the area by Mosaic UK 6?

Mosaic UK 6 classifies all consumers in the United Kingdom by allocating them to one of 15 Groups and 66 Types. The 15 Groups are shown below as a profile using data for Households in your target area. The groups, types and the supporting descriptive information paint a detailed picture of UK consumers in terms of their socio-economic and socio-cultural behaviour.







CT will continue to work with its development partners, including the Swim England to build on the existing uptake on swimming lessons and deliver on the following strategic developments:

- Review the current “Learn to Swim” programme in partnership with the Swim England, aim to implement new programme, teaching standards, award scheme in 2017.
- Introduce a recognisable Brand for the Swim Academy, in line with the Aquatics Brand Manual, that is being launched as part of this strategy.
- Work with the Swim England, Institute of Swimming (IOS) and Swim Teachers Association (STA) to develop a workforce training and recruitment programme, incorporating a volunteering and apprenticeship programme, to increase the number of suitably qualified and trained Level 2 Swimming Teachers, to develop teachers to have the ability to motivate, encourage and inspire all ages of swimmers and to follow a path of continuous professional development (CPD), in line with Circadian Trust’s ongoing culture change.
- Review current safeguarding policies, promote awareness and understanding of safeguarding issues, follow best practice and work with local partners to deliver safeguarding training to the workforce.
- Continue to manage the performance of the Swim Academy, using a number of performance management tools, processes and techniques, with a key aim of reducing attrition levels across all sites, therefore retaining swimmers for longer.

## **LEARN TO DIVE**

CT operate a small learn to dive programme at Kingswood Leisure Centre, which has a 1 and 3 metre springboard and 5 metre platform, with currently around 40 children having diving lessons.

CT will work with the Swim England to deliver a complete diver pathway, building on the current programme at Kingswood and utilising the potential market for swimming lessons to offer diving lessons in conjunction with swimming lessons at all Centres and also signposting diving lessons as an exit route from the learn to swim programme. Specifically, strategic developments will be the following:

- Work in partnership with Swim England to deliver the new Swim England Aquatic Skills Framework Stage 8-10 Diving at all Centres, feeding into Kingswood as the diving “hub” for South Gloucestershire and the surrounding area of Bristol. Kingswood will deliver the new Swim England Diving Awards 1-7.
- Workforce sustainability in diving through upskilling of existing/new swimming teachers and recruitment:
  - - Upskilling swimming teachers to deliver Stage 8-10 Diving.
  - - Upskilling those already delivering Stages 8-10 to Level 1 and 2 Diving Coach.
  - - Recruitment of Diving Coaches through local networks, partners and agencies

## **WATER POLO**

Water polo is an activity that is not currently offered but is envisaged as an opportunity to complement the existing Aquatics programme and present a clear exit route for swimmers to try alternative disciplines in order to retain them within aquatics. It is also envisaged that a club link would be established with a local water polo club, so that talented players from the CT programme could gain access to wider skills development and competition opportunities.

Canoe water polo is something that currently exists within the programme through a club link at Kingswood Leisure Centre, it is envisaged this will be better signposted as an alternative aquatic activity.



## ROOKIE LIFEGUARD

Currently offered across several of our sites and run in conjunction with the Royal Lifesaving Society, [RLSS] Rookies gives 8-15 year olds the opportunity to learn lifesaving and water rescue techniques and emergency response. It should be seen as an integral part of the Aquatics programme and an opportunity to develop young peoples aquatic skills in a fun environment. It should also form part of a developmental/career programme to aid with recruitment of future lifeguards at CT Centres.

## SUB-AQUA

Another alternative aquatic activity that is currently offered via several clubs at Centres, but without clear signposting to our Aquatics programme. This offers a further opportunity to develop sub aqua courses for juniors with clear links to clubs as an exit route for swimmers.

## TRIATHLON

Triathlon is a sport that is gaining popularity as the growth in participation in individual sport and multi sports continues. As one of the three disciplines, swimming is well placed to take advantage and it is envisaged that our current swim to fitness sessions will be marketed and promoted in future as beneficial for triathletes, along with a commitment to develop links with local triathlon clubs.



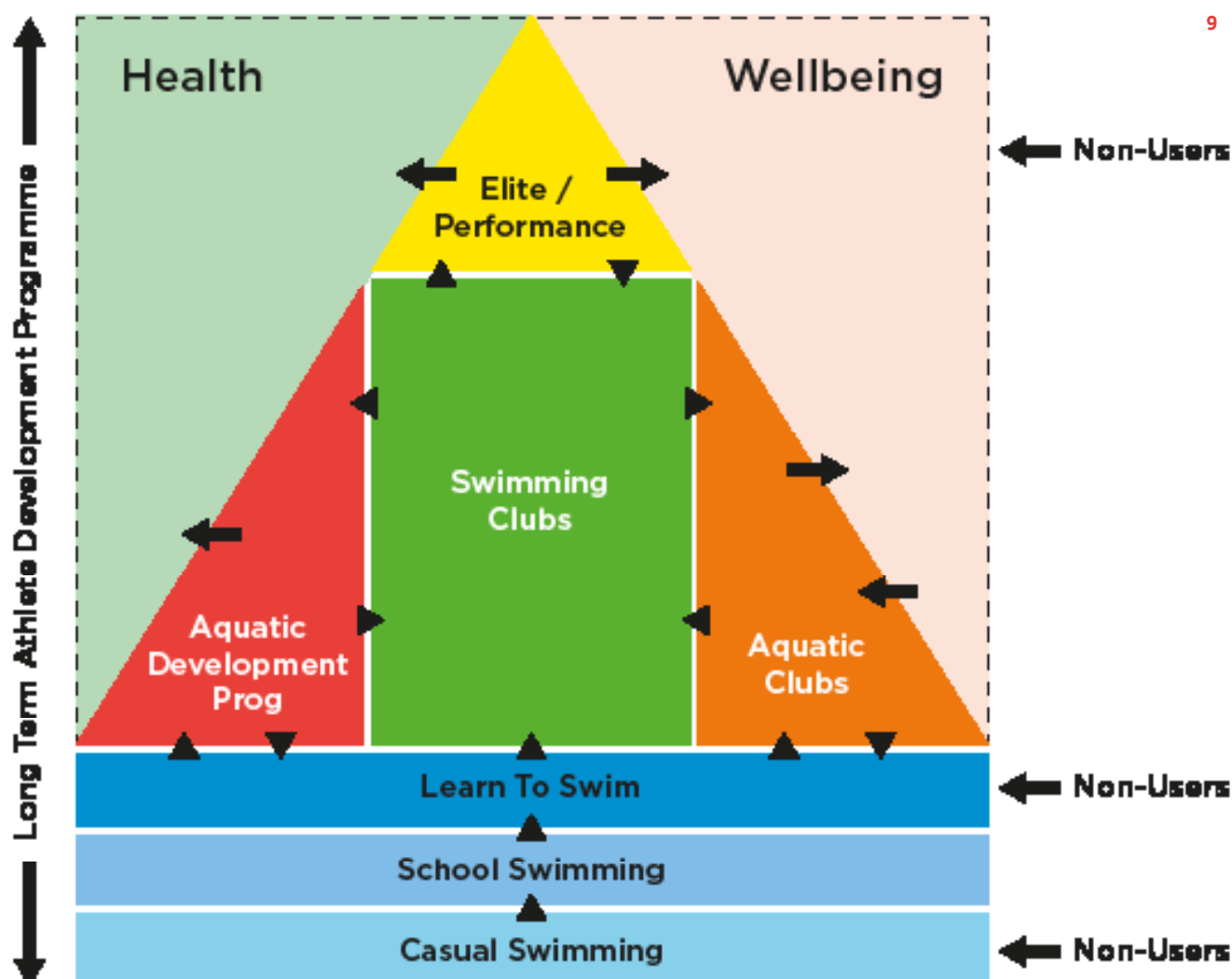
## AQUATIC AIM 4 – SWIMMING DEVELOPMENT PATHWAYS

**To work in partnership with Swim England, swimming clubs, schools and aquatic clubs to develop an agreed aquatics operating model and swimming and club development pathway, thereby “extending the life of the swimmer”.**

CT believes it is important for participants to develop and be given an opportunity to reach their full potential.

In order to achieve this, participants need a quality environment, a development pathways programme and a co-ordinated, collaborative approach to identifying swimmers with talent and supporting these swimmers through clearly defined Long Term Athlete Development (LTAD) stages to elite club level and beyond.

With five pools across South Gloucestershire, each operating its own schools swimming programme and Swim Academy, the opportunities exist to talent spot and develop pathways with the three Swimming Clubs who operate out of CT Centres. Swim England, within its Participation Strategy “Rediscovering The Nation’s Favourite Sport”, outline the importance of ensuring “an accessible pathway is available from casual swimming into clubs and then an exit pathway into long term swimming participation”. This is a key strategic aim, to improve and develop the transition from our schools/casual/learn to swim programmes to the Swimming Clubs with a focus on LTAD and an exit pathway signposting into CT’s aquatics development programme, laying the foundations for improved and prolonged health and wellbeing through swimming. The development model below demonstrates this:



CT recognises that in order to deliver the above key strategic aim, it must work more closely with the Swimming Clubs and in partnership with the Swim England, to develop an agreed operating model and

development pathway. The table below outlines the key issues, challenges and opportunities for CT and the Swimming Clubs:

SWIMMING CLUBS	KEY ISSUES	CHALLENGES	OPPORTUNITIES
<p>Soundwell Swimming Club</p> <p>Southwold Swimming Club</p> <p>Severnside Tritons Swimming Club</p>	<p>There are differences between the 3 clubs in terms of resources, access to pool time, competitive performance and success.</p> <p>The clubs have not appeared to work closely together in the past but recently have expressed a desire to do so and include CT within a network agreement with its aim to enhance the aquatic development environments of each club and within CT's aquatic provision.</p> <p>All 3 clubs run their own learn to swim programmes to varying levels, predominately aimed at identifying potential talent and generating income.</p> <p>All clubs would like to access more pool time, particularly for the development of an elite squad or joint training for higher standard swimmers.</p> <p>Affordability of pool time is a key issue for some clubs.</p> <p>All clubs want to retain their own identity.</p> <p>2 clubs are Swim Mark accredited.</p> <p>A "competition" standard pool would be desirable.</p>	<p>Following covid the pools were reprogramming the pools, space continues to be a challenge maximising income while retaining sufficient pool space for swimming development.</p> <p>Overcoming barriers that exist between the clubs and the operator to develop performance pathways and an agreed operating model in the face financial constraints.</p> <p>Ensuring the clubs without Swim Mark Accreditation gain it; Swim England see this as key to ensure good governance leading to strong and sustainable clubs.</p>	<p>Working in partnership with the clubs and the Swim England, to improve communication and aquatic development.</p> <p>Development of an Elite Squad (Long term goal) and joint training sessions for higher standard swimmers (short/medium term goal).</p> <p>Maximise opportunities for funding, from the Swim England and other external sources.</p> <p>Build on and improve competitive performance and success of the clubs.</p> <p>Ensure there is a LTAD pathway and exit pathways into long term swimming participation.</p>

The agreed operating model would place the Swimming Clubs at the centre of the model, with a formalised approach to talent spotting from our learn to swim programme, sharing of teachers/coaches to create an identifiable link between swim development and club, club development sessions and entrance and exit pathways into club and CT's "extending the life of a swimmer" programmes as outlined under Aquatic Aim 3 (Water polo, Rookies, Sub Aqua, Triathlon, etc) and long term swimming participation programmes and sessions to improve health and wellbeing and include links to other long term physical activities such as gym participant.

It is envisaged that successful implementation of an agreed operating model would lead to:

- Strong and sustainable swimming clubs, working towards and achieving Swim 21 Accreditation.
- Joint squad/elite training sessions with the aim of improving the competitive performance/success of the clubs.
- A development pathway clear to the local community from learn to swim through to elite performance.

## **SCHOOL SWIMMING**

Currently the Leisure Centres have limited involvement with the school swimming offer, other than indicating what spaces there are within the swimming programme for schools to be able to use; the process is then co-ordinated by an external company nominated by South Gloucestershire Council. Currently 30 schools currently use the Leisure Centres for around 75 hours per week. However, in recent years and partly due to the pandemic block weeks have become more popular. CT has over 150 block week sessions per year.

There is an opportunity to develop a co-ordinated offer to schools, with more involvement from the Leisure Centres, this could be in the form of more direct communication with Head Teachers and outreach work within the schools to promote the benefits of swimming, and physical activity and impact on academic performance as well as life skills and health related benefits; with an agreed operating model in place it would be much easier to be able to demonstrate to Head Teachers and parents how a child could benefit from a swimming development pathway.

Swim England have introduced the School Swimming and Water safety charter. Schools and Swim schools providers can sign up to the charter and supports organisations provide school swimming with resources training and support. Following on from this a link could be created within our On Course system, so through records can be kept, and linked in with Swimstars.

A key challenge in providing a school swimming service is the degree to which transport costs impact on the overall budget, in some instances, the costs associated with school swimming are predominately transport related. A key driver should be to deliver a school swimming scheme which enables schools to minimise transport costs, and invest a greater degree of the budget in delivery of the school swimming itself; key features/innovations could include:

- School Swimming lessons extended to be 1 hour long instead of 30 minutes, this reduces the overall number of lessons, thus reducing transport related costs.
- Savings from transport invested in reducing teacher: pupil ratio to be similar to the learn to swim scheme and/or training for teachers to be able to deliver the Swim England National Plan.
- Inclusion of a dryside related activity as well as swimming.

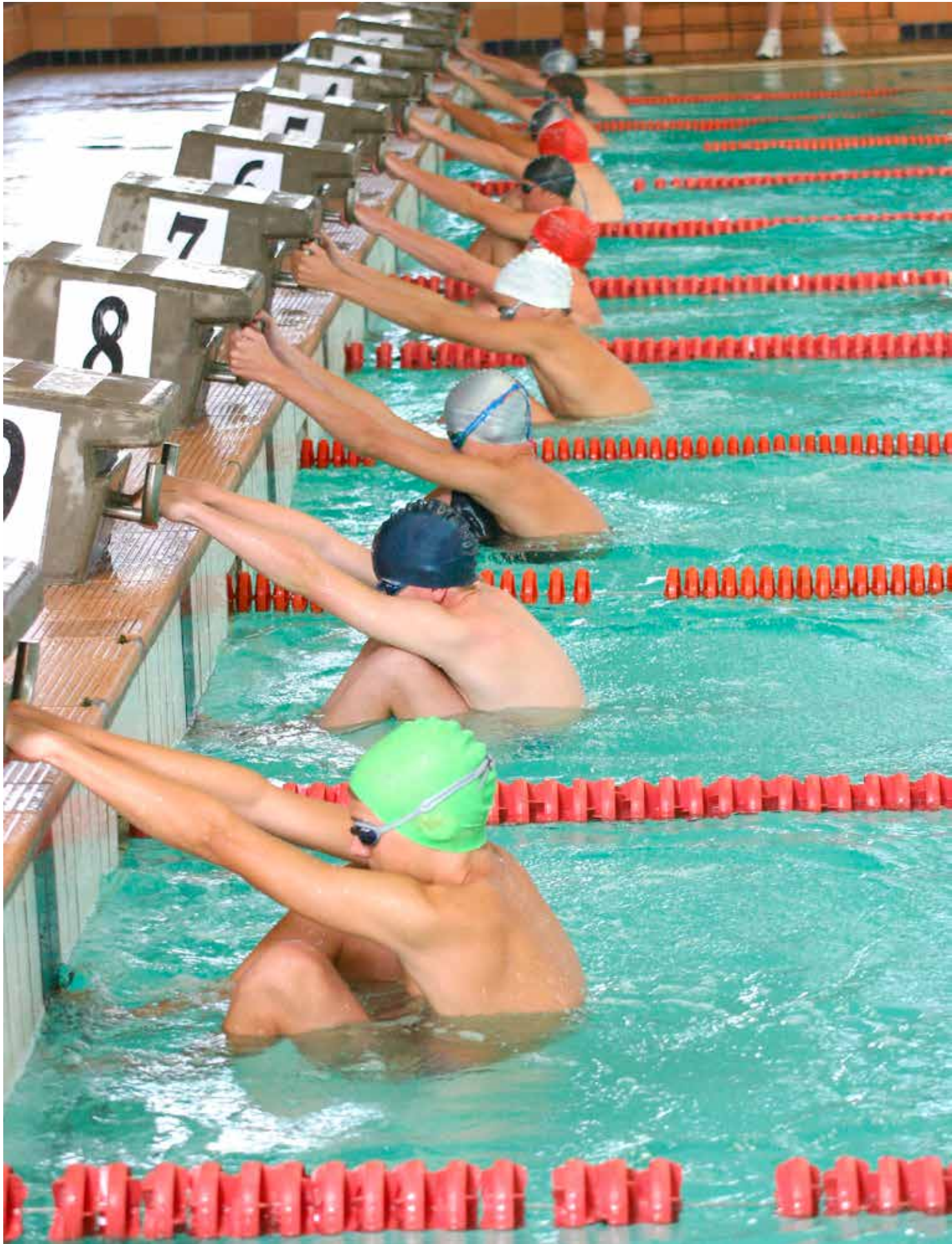
Schools would need to look at and work around the potential impact on the school timetable, but benefits could be seen in the delivery of improved lessons, variety and learning outcomes. A cost benefit analysis will be required, as well as detailed consultation with the Schools and South Gloucestershire Council and will be included within the four year plan/timetable as discussed above.

Within its Strategy Sporting Future: A New Strategy for an Active Nation the Government has committed to ensuring that every child leaves primary school being able to swim, referencing the ASA School Swimming Census 2014, which states 45% of 7-11 year olds cannot swim 25 metres. Since then, Active Lives survey has reported that in 2019-20 73% of Primary school age children could swim 25m, however, the effect of the pandemic has dropped this achievement to 65% (Active Lives children and young people survey 20-21). Due to the pandemic and lack of participation for almost a year, the Impact on Coronavirus on School Swimming and



water safety report predicts that by 2025/26, 43% under 7's will be able to achieve 25 meters unaided. 11, 21.

CT, along with its partners, will endeavour to implement any actions from the Governments working group on School Swimming, set up to consider what confidence and capability really mean in swimming.



**SECTION**

**7**

# Aquatic Outcomes



## **AQUATIC AIM 1 – PARTICIPATION - OUTCOMES**

- **AN INCREASE IN ADULT SWIMMING PARTICIPATION (SOURCE XN REPORTING):**

### **TARGETS:**

2021/22 – 360,000 (large increase on 2020/21 Total of 58,327 due to covid)

2022/23 – 396,000 (10% increase)

2023/24 – 418,000 (6% increase)

2024/25 – 438,000 (5% increase)

## **AQUATIC AIM 2 – OPPORTUNITY - OUTCOMES**

- **AN INCREASE IN THE NUMBER OF TARGET GROUP SESSIONS ACROSS THE LEISURE CENTRE POOL PROGRAMMES**

PI: Programmed sessions linked to target groups

- **AN INCREASE AMONGST TARGETED GROUPS TO BECOME MORE ACTIVE THROUGH SWIMMING/ AQUATICS – TO BE MEASURED THROUGH THE ACTIVE CARD SCHEME AND THE SOUTH GLOUCESTERSHIRE RESIDENTS VIEW POINT SURVEY**

PI: Participation by Target Group



### **AQUATIC AIM 3 – DEVELOPMENT - OUTCOMES**

- **AN INCREASE IN THE NUMBERS OF CHILDREN ENROLLED IN THE SWIM ACADEMY**

**TARGETS:**

2021/22 – 9,600

2023/24 – 11,400

2022/23 – 10,300

2024/25 – 12,000

PI: Children enrolled on Swim School – [Source XN Reporting]

- **AN INCREASE IN THE NUMBER OF QUALIFIED SWIMMING TEACHERS**

PI: Swimming Teachers on payroll [Source Workforce Register]

- **NUMBER OF VOLUNTEERS WORKING WITHIN THE SWIM PROGRAMME**

PI: Registered volunteers

- **AN INCREASE IN THE NUMBER OF CHILDREN REMAINING WITHIN THE AQUATIC DEVELOPMENT PROGRAMME**

PI: to be developed – follow the child from entry into the programme through to completion

PI: Swim Academy attrition

- **AN INCREASE IN NUMBERS OF CHILDREN LEARNING TO DIVE**

PI: Children enrolled on diving programme [Source XN Reporting]

### **AQUATIC AIM 4 – PATHWAY - OUTCOMES**

- **AN INCREASE IN CHILDREN JOINING SWIMMING CLUBS FROM SWIM ACADEMY**

PI: To be developed

- **AN INCREASE IN TOP 3 FINISHES AT COMPETITION LEVEL**

- **AN INCREASE IN NUMBER OF SCHOOLS ATTENDING CIRCADIAN TRUST SWIMMING POOLS**

PI: Schools attending [Source SGC]

- **AN INCREASE IN PRIMARY SCHOOL CHILDREN ACHIEVING 25 METRES OR AS DEFINED BY THE GOVERNMENTS SCHOOL SWIMMING WORKING GROUP**

PI: Attainment of 25 metres Award [or as defined]



## OUTCOMES – MONITOR AND EVALUATION

The key outcomes and KPI's will be monitored regularly and in many cases monthly and will be linked to the KPI's for the Organisation. Leisure Centre Managers will report on progress at the Senior Management Team Performance meeting that takes place quarterly.

Outcomes and targets linked to increasing physical activity through aquatics are to be developed as part of further detailed action planning and discussions with key partners and the wider community.

An annual review will take place to evaluate progress against the outcomes and a report produced to update on achievements across the aquatic aims.



## SECTION

# 8

## References

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  - UK Sport Strategic Plan 2021-2031

## CIRCADIAN TRUST WORK WITH AND ARE SUPPORTED BY:





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