



www.wdleisure.net

AQUATICS STRATEGY

2017 - 2020

Inspiring active and healthier communities
through high quality and inclusive aquatics provision



"I first learned to swim when I was four years old and my first memory was at the Vale of Leven Swimming Pool in Alexandria and my teacher was David Duncan, who I believe still teaches there. I remember him teaching me how to do the Swordfish and it became my most favourite thing to do. It was me kidding on I'm a Swordfish and diving under the water. It was fun and helped me be really confident in the water."

Ross Murdoch

Gold medalist 200m breaststroke 2014 Commonwealth Games

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1. INTRODUCTION

West Dunbartonshire Leisure Trust's (WDLT) Aquatics Strategy outlines the current and future development of aquatic sport and leisure activities between 2017 and 2020. This strategy complements WDLT's Business Strategy (2017-2020) and related annual delivery plans.

West Dunbartonshire has extensive access to open water (Loch Lomond and related tributaries, Clyde and Forth Canal, River Clyde) and although this natural provision of water provides many benefits, it also presents several dangers to people. In order to address this hazard, a key focus within this strategy is to provide services that enable all children to learn to swim so that they can experience the benefits of swimming now and in the future. WDLT believes that swimming should be a sport for life as it has the ability to provide significant health and well-being benefits for all ages and abilities enabling them to lead healthier and happier lives.

1.1 About Us

WDLT is a company limited by guarantee with charitable status and was incorporated in December 2011 and started trading in April 2012. WDLT is responsible for the strategic and operational management of the council's Sport and Leisure Facilities; Community Facilities; Outdoor Pitches & Bowling Greens (transferred to WDLT 1 April 2017); Sports Development; Active Schools; and the delivery of the Council's major Outdoor Events.

1.2 West Dunbartonshire Swimming Resources

WDLT manages three swimming pools, namely the Vale of Leven Swimming Pool, Meadow Centre in Dumbarton and the newly opened Clydebank Leisure Centre (March 2017). The map shows the location of each of these facilities. 100% of our residents live within twenty minutes of one of our swimming pools, which represents excellent access to safe water.

The map also identifies some of the key natural water resources in West Dunbartonshire, demonstrating just how easily it can be accessed by our residents.

1.3 WDLT Mission

“Inspiring Active & Healthier Communities”

The following addition to the above statement reflects the vision of the Aquatics Strategy and how it will contribute towards achieving this mission:

“Inspiring active and healthier communities through high quality and inclusive aquatics provision”

1.4 WDLT Values

WDLT is an organisation that aspires to the highest standards in everything we do, and have the following six core values:

Empowerment...

by encouraging and helping you achieve your potential;

Excellence...

by striving to be better at everything we do;

Inclusiveness...

by removing barriers to participation;

Innovation...

by developing new ways to offer a fun and inspirational customer experience;

Partnerships...

by working with others towards shared goals and objectives; and

Reliability...

by ensuring we deliver on, and exceed our promises to our customers, staff and partners.

1.5 Current Situation

WDLT has a long standing history of supporting aquatic sport and activities and the creation of this strategy demonstrates the level of ambition for the future.

1.5.1 Baseline Data

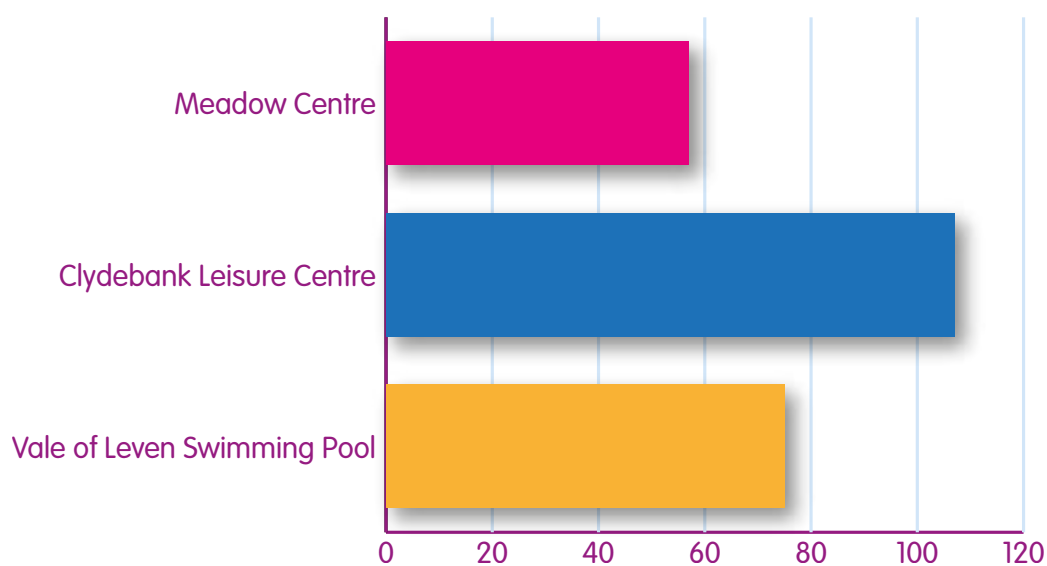
Participation in West Dunbartonshire increased to 380,744 in 2015/16 from 371,128 in 2014/2015. This equates to an increase of 2.5%. This increase is a result of the expansion of the Learn to Swim Scheme, the quality of swimming lesson delivery and the improvements made to our facilities over the last three years. The following information provides further details regarding the provision of swimming lessons and other aquatics activities in West Dunbartonshire by WDLT.

Learn to Swim Scheme

WDLT currently provides a total of two hundred and thirty nine swimming lessons to one thousand eight hundred children per week across the three main sites listed below. These lessons include baby & adult, learn to swim, disability and adult classes. The following breakdown outlines the lesson provision at each of these sites:

Venue	Lessons Delivered Per Week
Meadow Centre	57
Clydebank Leisure Centre	107
Vale of Leven Swimming Pool	75
Total	239

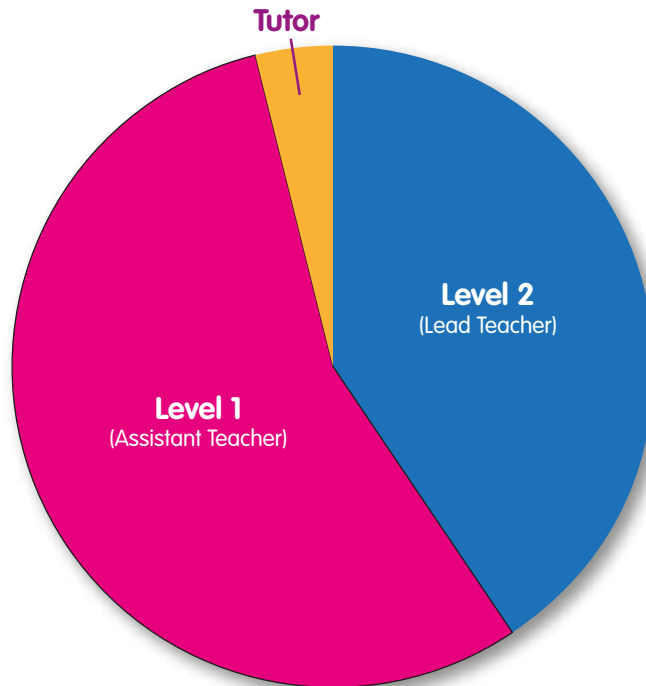
Lessons Delivered Per Week



Teaching Workforce

WDLT currently employs several Swimming Development staff and Swimming Teachers who are all qualified to deliver swimming lessons to children and adults. In partnership with Scottish Swimming, these employees attend regular Continuous Professional Development workshops to keep up to date with new skills and knowledge related to swimming lesson delivery and management. The following table outlines Swimming Teacher qualifications:

Qualification (UKCC)	No. of Staff with Qualification
Level 2 (Lead Teacher)	11
Level 1 (Assistant Teacher)	15
Tutor	1



Other Aquatic Activities

There are several other aquatic activities that are delivered by WDLT and examples of these services are shown below:

- Aqua Fitness Classes
- Adult Swimming Lessons
- Swimming Lessons for people with a disability
- Aqua Natal Classes
- Pool Disco's, Family Nights and Inflatables
- Access for clubs and groups (e.g. kayak clubs, disability groups)

There is currently limited provision in West Dunbartonshire for the following activities:

- Water Polo
- Rookie Lifeguard
- Private Swimming Lessons
- Programmed swimming (e.g. power swim/lane swimming)
- Open Water Instruction

1.5.2 What Next?

The opening of the new Clydebank Leisure Centre in March 2017 provides an exciting platform to grow and develop new and existing programmes. In addition, the success of local swimmer Ross Murdoch (Gold and Bronze medallist at 2014 Commonwealth Games in Glasgow) has helped raise the profile of the Learn to Swim Scheme and competitive swimming. The priorities outlined in section 6 of this Aquatics Strategy will build on our strengths, introduce new services to remove the gaps that exist in provision and improve any services that are not achieving desired outcomes.

“At the age of 7 I was recommended by my swimming teacher, Scott Oliver, to progress into West Dunbartonshire Swimming Club as I was swimming 25 metres in all four strokes and needed more of a challenge. It was there that I progressed my technical skills and endurance further. There were lots of kids my age and the friends I made when I started out at the club are still my closest friends today. My experiences throughout swimming has helped shape me into the person and athlete I am today”

Ross Murdoch

Gold medalist 200m breaststroke
2014 Commonwealth Games



2. EXECUTIVE SUMMARY

This Aquatics Strategy sets out WDLT’s strategic priorities and outcomes for the next three years (2017 – 2020). It has been established to provide additional focus and a strategic approach to all aquatic activities and services delivered by WDLT. It is envisaged that by achieving the outcomes within this strategy:

- participation in existing and new swimming programmes will increase.
- skill acquisition will be enhanced through improved swimming lesson provision.
- our workforce will become more qualified and knowledgeable.
- a sustainable infrastructure will be further developed to provide a fluent pathway into continued participation and performance.

In addition, the strategy provides the WDLT Board and other key stakeholders with a clear direction for aquatics provision in West Dunbartonshire.

2.1 Strategic Context

WDLT Business Strategy (2017-2020) has the following three strategic outcomes and several priorities that enable the organisation to meet the varied needs of residents. The Aquatics Strategy will have a significant role in the following areas:

WDLT Strategic Outcome 1: Grow the Business

Priority	Aquatics Strategy (2017-2020) – Impact will include
Increase Participation	10% growth in participation in aquatics activity is projected by 2020
Increase Health Opportunities	Pool programming will be enhanced to widen access for health activities
Partnership Working	The National Learn to Swim Framework will be adopted and implemented
New Services / Opportunities	New aquatic activities will be delivered (e.g. Water Polo, Open Water)

WDLT Strategic Outcome 2: Improve Customer Experience

Priority	Aquatics Strategy (2017-2020) – Impact will include
New Technology	An interactive online portal for Learn to Swim Scheme will be introduced
Workforce Development	Regular recruitment & training courses will be delivered each year
Marketing	Customer engagement & the profile of aquatic activities will be enhanced

WDLT Strategic Outcome 3: Financial Sustainability

Priority	Aquatics Strategy (2017-2020) – Impact will include
Maximise Income Opportunities	Increased participation is expected to improve financial sustainability
Work Efficiently	Introduction of Direct Debit payment scheme for Swimming Lessons

2.2 Scottish Swimming



WDLT works in close partnership with the National Governing Agency for Swimming in Scotland, Scottish Swimming, to ensure that our aquatics provision is benefitting from not only their support and guidance but also sharing and learning from other Leisure Trusts and local authorities. Scottish Swimming's 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”.

Scottish Swimming's 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.

Scottish Swimming has identified the following critical success factors for the effective delivery of their strategic objectives:

- Quality teacher and coach education and development programmes.
- Effective water management programming.
- A competitive pathway which develops our athletes and showcases our sport.
- A creative and innovative marketing and communications strategy.
- Strong engagement with our members
- Effective relationships with our partners.
- A continual drive to ensure Scottish Swimming operates as a leading organisation

WDLT will ensure that strong partnership working continues with Scottish Swimming now and in the future with the shared aims of helping more people learn to swim and enjoy the vast benefits that are gained from regular participation in aquatic activity.

3. OUR OBJECTIVES

In order to achieve our vision, WDLT has identified the following objectives:

Lane 1	Increase the number of people of all ages and abilities participating in aquatics activity for health, fitness and fun
Lane 2	Support the development of stronger, more sustainable aquatics clubs and organisations
Lane 3	Enhance and support our workforce
Lane 4	Provide participants with equitable access to our aquatic facilities by aligning operations across WDLT
Lane 5	Increase the awareness of aquatics through branding and marketing
Lane 6	Enhance services to improve the financial sustainability of aquatics provision

4. KEY PERFORMANCE INDICATORS

By 2020 West Dunbartonshire Leisure will:

KPI - 1	Increase the no. of attendances across all pools by 10%
KPI - 2	Increase the number of children in the learn to swim programme by 15%
KPI - 3	Increase income generated from aquatics activities by 20%
KPI - 4	Increase the number of participants in aquatics clubs by 5%
KPI - 5	Improve service quality and record a Net Promoter Score of 80 or more.

5. MONITORING

The Aquatics Strategy will be monitored and reviewed in the following ways to ensure all key actions are achieved:-

1	A review of key actions within the aquatics strategy will be held at monthly management team meetings to discuss progress.
2	A Performance Report will be presented to the Board of Directors on a six monthly basis.
3	An Annual Delivery Plan will be agreed that will outline the specific actions that will enable WDLT to achieve then follow strategic priorities.



6. STRATEGIC PRIORITIES

The following table outlines WDLT's strategic priorities for aquatics in West Dunbartonshire from 2017-2020. It also demonstrates how these priorities impact upon the Key Performance Indicators (section 5) and WDLT's Strategic Outcomes.

Priorities	Key Performance Indicator(s)	WDLT Strategic Outcome(s)	Year	Year	Year
			17/18	18/19	19/20
Lane 1 Increase the number of people of all ages and abilities participating in aquatics activity for health, fitness and fun Implement the National Framework for Swimming in Scotland to enhance participation in: <ul style="list-style-type: none"> • Learn to Swim Scheme • Parent and Baby lessons • Adult Swimming programmes • Open Water Swimming • Other Aquatic Disciplines (Water Polo & Rookie Lifeguard) • Synchronised Swimming 	KPI - 1, KPI - 2, KPI - 3, KPI - 4, KPI - 5	WDLT SO1	✓	✓	✓
Increase holiday programme provision and related participation levels by 15%	KPI - 1, KPI - 3, KPI - 4, KPI - 5	WDLT SO1	-	-	✓
Maintain school swimming lessons in partnership with West Dunbartonshire Council	KPI - 1	WDLT SO1	✓	✓	✓
Increase aquatics provision and participation levels for people who have or are affected by a disability by 10%	KPI -1, KPI - 5	WDLT SO1	-	-	✓
Increase participation in semi and non-programmed aquatic activity (e.g. lane swimming, casual use) by 10%	KPI - 1	WDLT SO1	-	-	✓



Lane 2 Support the development of stronger, more sustainable aquatics clubs and organisations

Priorities	Key Performance Indicator(s)	WDLT Strategic Outcome(s)	Year	Year	Year
			17/18	18/19	19/20
Work in partnership with local swimming clubs to increase their capacity by 5%, access facilities and enhance their long term sustainability.	KPI - 4	WDLT SO2	-	-	✓
Improve pathways from Learn to Swim Scheme into local swimming clubs through the introduction of the Club Ready level in the new framework and support WDASC to achieve SwimMark and/or WDLT Quality Club Accreditation	KPI - 1, KPI - 2, KPI - 4	WDLT SO2	-	✓	-
Support local swimmers to link into the performance pathways in partnership with Scottish Swimming and local clubs and provide access to WDLT's Talented Sports Performer Scheme	KPI - 4, KPI - 5	WDLT SO2	✓	✓	✓



Lane 3 Enhance and support our workforce

Priorities	Key Performance Indicator(s)	WDLT Strategic Outcome(s)	Year	Year	Year
			17/18	18/19	19/20
Create effective recruitment procedures and have well, trained aquatics deliverers and co-ordinators.	KPI - 2, KPI - 5	WDLT SO1, SO2	✓	✓	✓
Implement required changes to the roles of Aquatics Development staff to ensure the objectives of the Aquatics Strategy are efficiently and effectively delivered.	KPI - 1, KPI - 2, KPI - 4	WDLT SO1, SO2	✓	✓	-



Lane 4

Provide participants with equitable access to our aquatic facilities by aligning operations across WDLT

Priorities	Key Performance Indicator(s)	WDLT Strategic Outcome(s)	Year	Year	Year
			17/18	18/19	19/20
Create a holistic approach to all aquatics facility and development programmes across WDLT	KPI - 1, KPI - 5	WDLT SO2	✓	✓	✓
Co-ordinate the effective and efficient use of available pool space in West Dunbartonshire	KPI - 1, KPI - 3, KPI - 5	WDLT SO1, SO3	✓	✓	✓
Improve pathways between all aquatic programmes (e.g. learn to swim to rookie lifeguard, water polo etc.)	KPI - 1, K I - 3	WDLT SO3	✓	✓	✓
Effectively use the Business Process Manager and Eye Q software (Gladstone/ MRM) to report on performance, report to WDLT Board and to help identify strengths and areas of growth	KPI-5	WDLT SO1, SO3	✓	✓	✓



Lane 5 Increase the awareness of aquatics through branding and marketing

Priorities	Key Performance Indicator(s)	WDLT Strategic Outcome(s)	Year	Year	Year
			17/18	18/19	19/20
Include key aquatic information in WDLT's Marketing Plan	KPI - 1, KPI - 5	WDLT SO2	✓	-	-
Create an aquatics resource that provides an effective single portal (one stop shop) for all information on aquatics provision and development in West Dunbartonshire	KPI - 1, KPI - 2, KPI - 3, KPI - 4, KPI - 5	WDLT SO1, SO2, SO3	✓	-	-
Increase the profile of aquatics via social media channels	KPI - 1	WDLT SO1	✓	✓	✓



Lane 6 Enhance services to improve our services and the financial sustainability of aquatics provision

Priorities	Key Performance Indicator(s)	WDLT Strategic Outcome(s)	Year	Year	Year
			17/18	18/19	19/20
Introduce a highly effective Direct Debit payment scheme for the Learn to Swim programme	KPI-3, KPI-5	WDLT SO1, SO2, SO3	✓	-	-
Identify key areas of growth within aquatics programmes and investigate potential of WDLT Surplus Funds and external funding to support costs.	KPI-5	WDLT SO3	✓	✓	✓
Deliver competitively priced aquatics programmes	KPI-3	WDLT SO3	✓	✓	✓
Introduce aquatic forums for all three swimming pools	KPI-1, KPI-5	WDLT SO2	-	✓	-
Introduce a programme of private swimming lessons (one to one, one to two and one to three) at all three sites	KPI-1, KPI-3, KPI-5	WDLT SO1, SO2, SO3	-	✓	-





**Scottish
Swimming**





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