

1 Direction

Pathway Guidance Document for ASA County Swimming Associations

ASA England Programmes

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A Pathway Guidance Document for ASA County Swimming Associations

On October 19th 2016, the ASA England Programmes team hosted the first County Pathway Forum at the Yew Tree Lodge, Kegworth. Notably, the day previously we also held our Regional Pathway Forum at Sport Park in Loughborough.

The purpose of these meetings was to outline our vision for the 2017 – 2021 funding cycle to both the ASA County and Regional Swimming Associations.

Throughout both of these days, we highlighted the need for a clearly defined, aligned and cohesive pathway within our sport. It was however acknowledged that the ASA England Programmes team did not have the capacity to create, manage and deliver this pathway without the collaborative support of our County and Regional Swimming Associations.

After having discussed a number of key initiatives within our County forum, we have now produced this detailed strategy document '1 Direction' which will provide guidance and support for each of the County Swimming Associations who have committed to embarking upon this journey with us.

In brief, the information included below will look to address the following:

- Background/rationale for the future direction
- Outline of the suggested model: including key content and guidance on how to manage and deliver the County programme effectively
- A comprehensive timeline for delivery, detailing the contribution of key personnel

Within the appendices we have then included additional summary guidance relating to organising the following aspects of the programme:

Appendix 1:	County Championships
Appendix 2:	County Parents/ Guardians Workshop
Appendix 3:	County Coaching Conference
Appendix 4:	County Team Manager Conference
Appendix 5:	County Camps
Appendix 6:	County Camp Timetable
Appendix 7:	County Camps Swimmer Selection Policy
Appendix 8:	Application form for the County Head Coach and County Skills Coach
Appendix 9:	Job Description for the County Head Coach
Appendix 10:	Job Description for the County Skills Coaches
Appendix 11:	Application form for the County Lead Team Manager and County Assistant Team Manager
Appendix 12:	Job Description for County Lead Team Manager
Appendix 13:	Job Description for County Assistant Team Manager
Appendix 14:	Sample Budget Sheet
Appendix 15:	Guidance for the Engagement of Staff (to follow)

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ASA England Programmes

1. Background and Scope for the Document

1.1 *ASA England Programmes Strategy (2017 – 2021)*

The ASA England Programmes team have recently undertaken our quadrennial strategic review. As part of this review we were required to submit a comprehensive strategy document relating to our intended key areas of work within the forthcoming 2017 – 2021 funding cycle. This paper clearly outlines five key goals and objectives. These are:

- **Athlete Support**
Goal: To develop athletes who can demonstrate world – leading technical, tactical, physical and psychological skills at each stage of the pathway.
- **Workforce Development**
Goal: To deliver an innovative and progressive development pathway, (including licensing) which enables our coaches and other support staff (sports science and sports medicine (SSSM) practitioners, team managers etc) to acquire the appropriate skills and knowledge to become the best in the world.
- **Training and Competition Environments**
Goal: To define, and help to create and support, quality and progressive training and competitive opportunities at all stages of the pathway.
- **Alignment**
Goal: To provide a sustainable and seamless link between Clubs, Networks, Counties, Regional bodies and British Swimming's World Class programme to ensure that the ASA England Programmes is positioned at the centre of a fully aligned cohesive pathway.
- **Collaboration**
Goal: To work collaboratively with key internal and external partners to enhance the quality of delivery.

1.2 *Meeting Key Goals and Objectives*

Various initiatives have already been implemented within the British and English swimming pathway in an attempt to achieve some of these key goals and objectives. The revised Competition Pathway, which was introduced in 2015, certainly serves to provide progressive competitive opportunities for swimmers appropriate to their age and stage of development. Furthermore, all County and Regional swimming associations are now required to adhere to stringent criteria governing how to run their championship competitions, thus ensuring that swimmers enjoy a very similar competitive experience in all areas of the country.

For full clarification on the criteria for running County Swimming Championships (pool only) please see Appendix 1

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1.3 Investing into People

Whilst undertaking our strategic review, the ASA England Programmes team spent a considerable amount of time reflecting upon how best to invest our resources within the 2017 – 2021 cycle. Within these discussions, it became apparent that all members of our team held the same firm belief; we needed to more effectively develop and support the ‘team’ who in turn develop and support the swimmers. This team would include the following people:

- Coaches
- Team Managers
- SSSM Practitioners
- Parents/ Guardians

By developing the ‘team’ around the swimmer we would expect these key people to create and innovate consistently successful environments in which each individual has the opportunity to realise their full potential.

The challenge that we presently face is that whilst a number of development opportunities currently exist for this ‘team’, insight has informed us that these are often delivered in isolation from other related initiatives and are not accessible to all. In essence, there appears to be a ‘post code lottery effect’; seemingly random countrywide variations in the provision and quality of development opportunities for these key people to engage with.

2. 1 Direction: Towards an ‘Integrated Development Model’

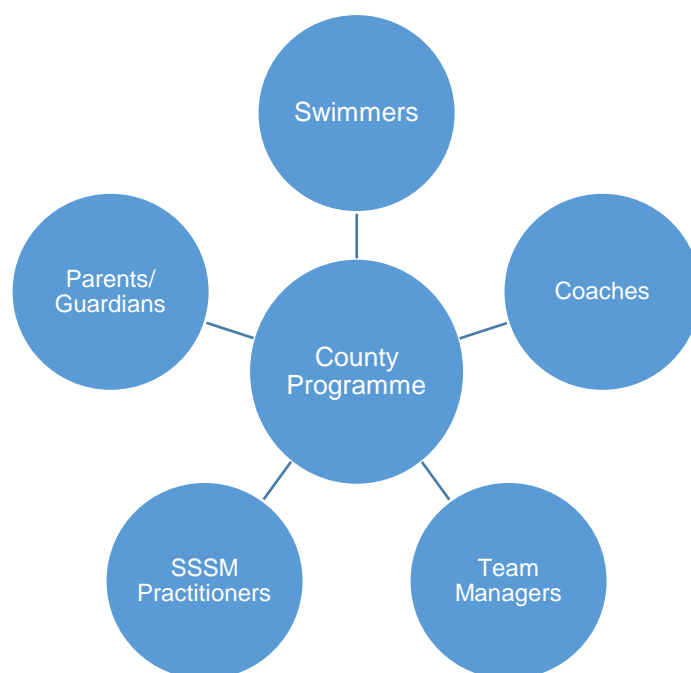
2.1 Aim of the Model

In light of these findings, an ‘integrated development model’ has been suggested. Within this paper, 1 Direction: A Pathway Guidance Document for County Swimming Associations we will effectively outline a programme which each County Swimming Association can follow in order to focus and optimise their resources at a specific stage of the pathway. The key feature of this programme is centred upon its ability to concurrently develop key people.

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2.2 Organisational Support

Nearly all aspects of the suggested programme can be delivered autonomously within each county. However for the Coach and Team Manager Conference days we will only require one conference to be held per region. For the purpose of this one day we will require all counties within that region to work in collaboration with the regional swimming association to stage this event.

Although each county is officially affiliated to one of the eight regions, we acknowledge that there are some counties where their individual clubs compete as part of different regions. For example:

- **Essex:** 19 clubs compete in the London region and 26 clubs compete in the East region.
- **Middlesex:** 50 clubs compete in the London region and 1 club competes in the South East region.
- **Surrey:** 34 clubs compete in the London region and 23 clubs compete in the South East region.
- **Kent:** 15 clubs compete in the London region and 38 clubs compete in the South East region.

Based on the region where the majority of clubs in that County compete we ask that the Regional Swimming Associations take responsibility for the coaches and team managers within that County for the purpose of the one day County conferences. This refers to Middlesex, Surrey and Kent counties. We have however retained Essex within the London region to provide a more event distribution of counties within each region. Please refer to the list below:

North East

Northumberland and Durham, Yorkshire (x 2)

North West

Lancashire, Cheshire, Cumbria (x 3)

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East Midlands

Leicestershire, Nottinghamshire, Northamptonshire, Derbyshire, Lincolnshire (x 5)

West Midlands

Warwickshire, Worcester, Staffordshire, Shropshire (x 4)

East Region

Bedfordshire, Norfolk, Hertfordshire, Suffolk, Cambridgeshire (x 5)

London

Essex, Middlesex, Surrey (x 3)

South East

Hampshire, Kent, Sussex, Berkshire and South Bucks, Oxon and North Bucks (x 5)

South West

Gloucestershire, Wiltshire, Somerset, Devon, Dorset, Cornwall (x 6)

Each of the ASA England Programmes Officers will oversee their respective regional activity (and the counties therein) as below:

North East, North West and West Midlands

Fred Furniss Email: fred.furniss@swimming.org Mobile: 07769 332941

East Midlands, East and London

Mike Parker Email: mike.parker@swimming.org Mobile: 07917 390104

South East and South West

Lindsay Dunn Email: lindsay.dunn@swimming.org Mobile: 07880 403625

Each of the Regional Club Development Officers will also play a key support role in organising the County conferences. Their details are as follows:

North East	Sarah Small	sarah.small@swimnortheast.org
North West	Karen Carter	karen.carter@swimming.org
West Midlands	Amanda Swan	amanda.swan@swimming.org
East Midlands	Fiona Conway	fiona.conway@swimming.org
East	Leanne Brace	leanne.brace@swimming.org
London	Sophie Joinson	sophie.joinson@swimming.org
South East	Kristie Jarrett	kristie.jarrett@freedom-leisure.co.uk
South West	*Chris Tremellen	christremellen@btinternet.com

**No Regional Club Development Officer role in the SW region*

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2.3 *Managing the Programme*

The programme will be managed by a team of key personnel appointed from within the County Swimming Association to the following roles:

- 1) Programme Lead (Representative from the County Swimming Association Committee)
- 2) County Head Coach
- 3) County Lead Team Manager

The key roles and responsibilities of the Programme Lead will be to:

- Create awareness of the programme within the county
- Appoint and recruit the four remunerated positions: County Head Coach, County Lead Team Manager, County Skills Coaches and County Assistant Team Manager, in conjunction with the ASA England Programmes Officer.
- Act as the primary point of contact for applications to any of the above four roles
- Book and pay for the room for the parent/ guardian workshop at the County Championships.
- Liaise with the Regional Club Development Officer to confirm the details for the two conference bookings.
- Book and pay for the facilities for the three x one day camps
- Advertise the additional various opportunities across the programme (Parents/ Guardians workshops, additional coaches/ team managers for the two conferences and the camps)
- Select the Head Coach and Lead Team Manager (in conjunction with the ASA England Programmes Officer)
- Collate application information from the County Skills Coaches and County Assistant Team Manager roles and coordinate selection discussions/ meetings.
- Select the Skills Coaches and Assistant Team Manager (in conjunction with the Head Coach and Lead Team Manager)
- Manage adherence to the delivery timeline
- Manage the budget
- Manage all income and expenditure including paperwork, staff payments, facility payments etc

We have enclosed a copy of the application forms and job descriptions pertaining to the County Head Coach, County Lead Team Manager, County Skills Coaches and County Assistant Team Manager within appendices 8 to 13.

2.4 *Setting the Budget*

Within appendix 14 we have included a comprehensive budget sheet which includes all key income and expenditure in relation to the County programme.

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2.5 Management Team Training

Prior to the programme commencing in January, the following training will be provided to the management team:

Programme Lead (Representative from the County Swimming Association Committee):

- 2 hour webex session led by a representative from the ASA Human Resources (HR) department in mid – late January. The aim of this session will be to offer ‘best practice’ guidance in respect of the financial management of the programme, for example staff employment terms and conditions, contracts, payments etc.

County Head Coach:

- 1 hour webex in mid – late January with the ASA England programmes team to discuss the content/ delivery of the parents/ guardians workshop to be held on one day of the County Championships.
- Two day training programme held in Loughborough on the 7th and 8th February 2017. During these two days, the England Programmes team and our lead consultants in the various fields of SSSM will provide training for each County Head Coach. This will enable them to deliver all ‘technical’ aspects of the County programme effectively. Attendance at this two days is essential and England programmes will pay all costs in respect of this except travel which will need to be paid by the respective County Swimming Association

Lead County Team Manager:

- 2 hour webex session in mid – late January with the ASA England Programmes team and their lead consultant Team Managers. The aim of this session will be to outline the roles and responsibilities of the Lead Team manager at both the conference day and the camps.

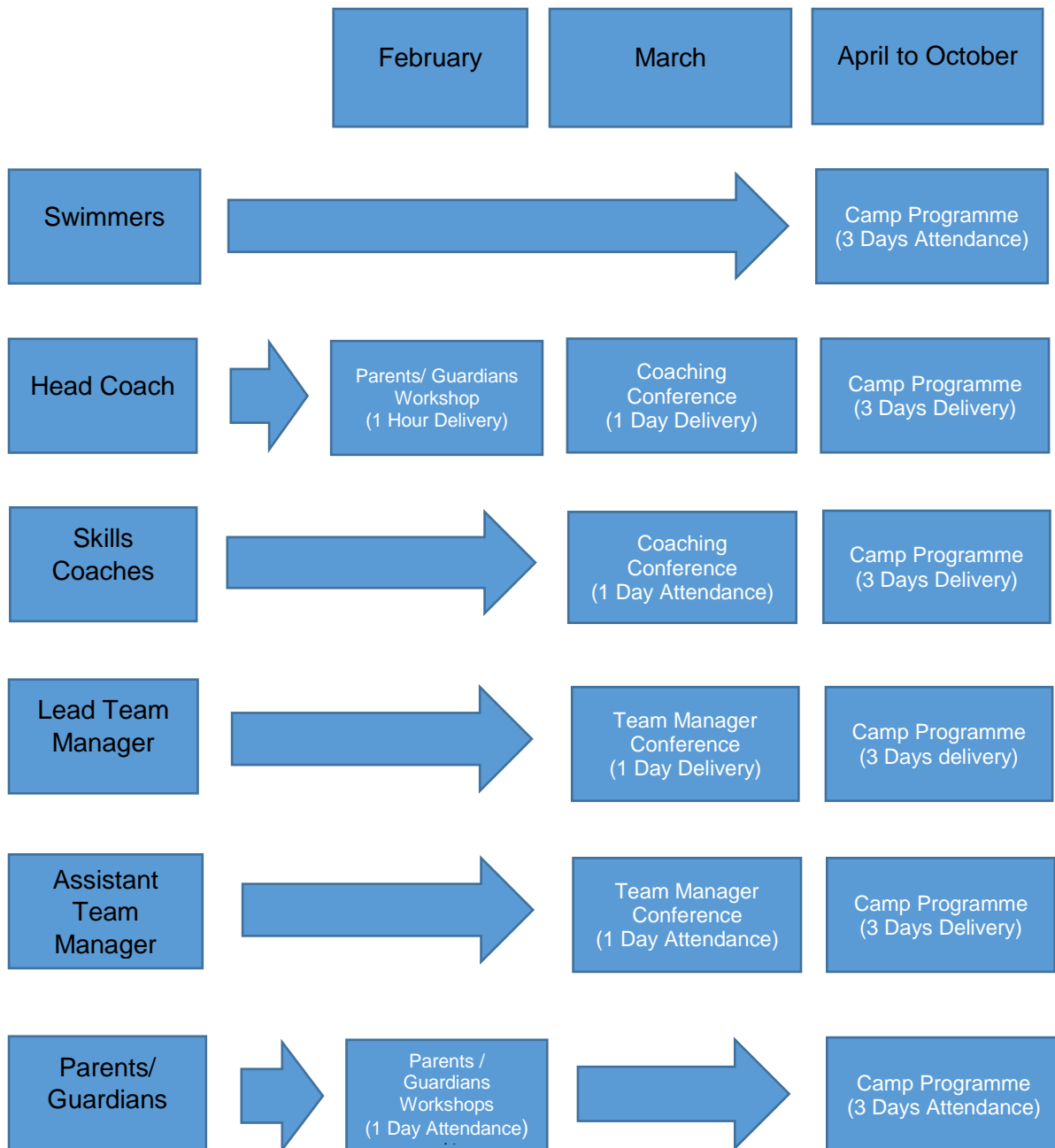
3 Delivering the Programme

The suggested delivery model comprises up to five days of development activities: a workshop at the County Championships for Parents and Guardians, a one day Coaches Conference or Team Manager Conference and three x one day camps.

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3.1 Delivery Timeline

Outlined below is the delivery timeline which lists the deadlines for the completion of key action (s), and identifies who is responsible for completing that specific action (s).

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Deadline Date	Action	By Whom
19/12/2016	County Programme Lead (Representative from the County Swimming Association) appointed	County Swimming Association Committee
20/12/2016	Inform swimmingtalent@swimming.org of your County Programme Lead (Name and Email Address)	County Programme Lead
23/12/2016	County Head Coach targeted and approached Application forms and Job Descriptions advertised/ circulated for the three additional remunerated roles (County Skills Coach, County Lead Team Manager, County Assistant Team Manager)	County Programme Lead and ASA England Programmes Officer Programme Lead
23/12/2016	Swimmer Selection policy advertised/ circulated	County Programme Lead
23/12/2016	Room Booked for the Parents/ Guardians Talk at the County Championships	County Programme Lead
January	Circulate/ advertise information regarding the parent/ guardian workshop at the County Championships	County Programme Lead
06/01/2017	County Head Coach Appointed and names/ email addresses provided to swimmingtalent@swimming.org Deadline for Applications for the County Lead Team Manager position. Application information to be collated.	County Programme Lead and ASA England Programmes Officer County Programme Lead

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ASA England Programmes

Deadline Date	Action	By Whom
09/01/2017	Timetable for the County Coach and County Team Manager conference days finalised and circulated	ASA England Programmes Team
20/01/2017	Facilities and catering booked for the County Coach Conference and the County Team Manager Conference	Regional Club Development Officer
20/01/2017	Facilities booked for the 3 x 1 day camps	County Programme Lead
20/01/2017	Appointment of the County Lead Team Manager	County Programme Lead and ASA England Programmes Officer
23/01/2017	Confirm location for Conference Day with Regional Club Development Officer	County Programme Lead
23/01/2017	Each county to confirm the number of skills coach places required on the conference to the Regional Club Development Officer	County Programme Lead
25/01/2017 TBC	County Programme Lead webex session	ASA HR Department, ASA England Programmes Team and County Programme Lead
26/01/2017 TBC	County Head Coach webex to discuss Parents/ Guardians Workshop	ASA England Programmes Team and County Head Coach
30/01/2017 TBC	County Lead Team Manager webex to discuss the Team Management (TM) role on the programme	ASA England Programmes Team, TM Specialist staff and County Lead Team Manager

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Deadline Date	Action	By Whom
31/01/2017	Deadline for circulating Conference booking details	Regional Club Development Officer and County Programme Lead
February	Delivery of the Parents/Guardians Workshop at the County Championships	County Head Coach Parents/ Guardians to attend
07/02/2017 – 08/02/2017	County Head Coach Training Days	England Programmes Team, SSSM Specialist staff and County Head Coach
10/02/2017	Deadline for Applications for the County Skills Coaches and County Assistant Team Manager positions. Application information to be collated.	County Programme Lead
17/02/2017	Appointment of the County Skills Coaches and the County Assistant Team Manager	County Programme Lead, County Head Coach, County Lead Team Manager
24/02/2017	Names of the County Skills Coaches and County Assistant Team Managers given to the Regional Club Development Officers for the County Conferences	County Programme Lead
03/03/2017	Swimmer Selections Finalised	County Head Coach and County Programme Lead
04/03/2017 Or 05/03/2017	County Coaching and Team Manager Conferences to be held	ASA England Programmes Team, Regional Club Development Officer, County Programme Lead, County Head Coach, County Lead Team Manager

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Deadline Date	Action	By Whom
		County Skills Coaches and County Assistant Team Managers to attend
10/03/2017	Swimmers and Home Coaches notified of selections and provided the name of their skills coach for the programme	County Head Coach and County Programme Lead
17/03/2017	County Skills Coaches to contact Home Coaches prior to Camp 1	County Skills Coaches County Head Coach to oversee
April	Camp 1	County Programme Lead, County Head Coach, County Skills Coaches, County Lead Team Manager, County Assistant Team Manager
Post Camp 1	Home Coaches contacted to discuss swimmer performance on Camp 1	County Skills Coaches County Head Coach to oversee
Post Camp 1	Camp 1 reports written and submitted to the ASA England Programmes team and County Swimming Committee	County Programme Lead, County Head Coach and Coach Team Manager
July	Camp 2	County Programme Lead, County Head Coach, County Skills Coaches, County Lead Team Manager, County Assistant Team Manager

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Deadline Date	Action	By Whom
Post Camp 2	Home Coaches contacted to discuss swimmer performance on Camp 1	County Skills Coaches County Head Coach to oversee
Post Camp 2	Camp 1 reports written and submitted to the ASA England Programmes team and County Swimming Committee	County Programme Lead, County Head Coach and Coach Team Manager
October	Camp 3	County Programme Lead, County Head Coach, County Skills Coaches, County Lead Team Manager, County Assistant Team Manager
Post Camp 3	Home Coaches contacted to discuss swimmer performance on Camp 1	County Skills Coaches County Head Coach to oversee
Post Camp 3	Camp 1 reports written and submitted to the ASA England Programmes team and County Swimming Committee	County Programme Lead, County Head Coach and Coach Team Manager
November	All payments finalised	County Programme Lead
November	Budget Sheet completed and submitted to the County Swimming Association	County Programme Lead
November	Full Programme Review	ASA England Programmes, Regional Club Development Officer, County Programme Lead, County Head Coach, County Skills Coaches, County Lead Team Manager, County Assistant Team Manager

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3.2 Programme Content

The content of the Coaching conference will serve to expand upon the knowledge acquired through the formal level 1 certification programme. The three x one day camps that follow in April, July and October will then provide a vehicle for practically applying the knowledge obtained through the formal certification/ qualification programmes and the County conferences, under the guidance of an experienced County Head Coach.

Key themes will include:

- Technical information not covered as part of the camp programme: for example planning and periodisation.
- Technical information also covered within the camp programme, of which prior knowledge should enhance the quality of delivery to the swimmers: for example, technical breakdown of stroke technique through appropriate use of drills.
- None Technical considerations: for example developing self – awareness, emotional intelligence, communicating effectively. Equally time spent considering these areas should enable the coaches to work more effectively with the swimmers enlisted to the programme.
- Awareness of British Swimming's five principles of excellence within coaching which provide a framework for coaching behaviours: Setting Direction Staying Connected Engaging People, Delivering Results and Credibility.

Similarly, the content of the Team Manager conference will look to enhance the knowledge and understanding of the role that was obtained during the formal level 1 team manager module. Exposure to the camp environment should then enable the team managers to utilise their acquired knowledge to effectively support the programme delivery, mentored and supported by the Lead Team Manager.

Key themes will include:

- Developing an autonomy supportive environment for young developing swimmers
- Role play scenarios: for example managing difficult conversations, dealing with safeguarding issues,
- Awareness of British Swimming's five principles of excellence within team management which provide a framework for team management behaviours: Setting Direction Staying Connected Engaging People, Delivering Results and Credibility.

Please see Appendix 5 for information regarding the content covered within the 3 x 1 day County camps.

4. Summary

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As stated previously, it is the intention of the ASA England Programmes team to work collaboratively with all of the English County Swimming Associations during the forthcoming 2017 – 2021 funding cycle to encourage and support their involvement in delivering this model. We hope that by 2021, we have everyone working in '1 Direction' to create a clear developmental pathway throughout our sport.

It is acknowledged that any guidance documentation will need to be continually evolved and updated during this time and we welcome all constructive feedback as we strive to create and then refine a world – leading system.

If you have any comments or queries pertaining to this document, these can be directed to Lindsay Dunn, ASA England Programmes Officer and Pathway Technical Lead at the following email address:

lindsay.dunn@swimming.org

Appendix 1 **Guidance for organising the County Championships**

ASA England Programmes, November 2016

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ASA England Programmes

The County Championships (pool swimming only) must follow the programme published in the Performance Pathway presentation which can be found at <http://www.swimming.org/library/191/524>.

1.1 Time Frame

County Championships should take place specifically within the 'County Window' (between the calendar weeks of 2 and 9) and should definitely be contained within the months of January and February. No licence will be granted to any County to run their Championships outside of the aforementioned 'County Window'.

1.2 Pool Specification

Where possible long course is the preferred mode for the County Championships. It is acknowledged however that not all counties house any 50m pools, or have sufficient access to one. In order to facilitate this, whilst allowing for pool providers to support other long course meets throughout the season, we would advise that the older swimmers aged 14 years and above compete long course and the younger swimmers aged 13 years and under compete short course.

1.3 Age Bandings

The specific Age Bandings are to be 10/11, 12, 13, 14, 15, 16 & over. Age groups are classified based on age as at the 31st December in the year of competition. This is particularly relevant in the events with finals, where the oldest age group final permitted is "16 and over".

1.4 Event Programming

All Championship events (individual and relays) for all age groups must be contested within the 'County Window'. See table 1 below which outlines the events that should be contested within each age group category. Bagcats are no longer included.

Essential Criteria:

- 50m and 100m events: Heats and Finals
- 200m events as Heat Declared Winner as a minimum
- 400m + events as Heat Declared Winner
- Para Swimming Multi – Classification competition to be included

Desirable Criteria:

- 200m events: Heats and Finals
- Consideration to be given to individual or sub groups of age groups in heats, e.g. separate events for 10/ 11 years, 12 years, 13 – 15 years, 16+ years rather than placing 10 and 12 year old swimmers in the same heats, which would not be considered the optimal format.
- The last 3 heats of events with finals should be cyclically seeded, other heats and HDW events to be spearhead seeded.

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Considerations for the 16+ years Age Group Category:

- Where Counties wish to give more swimmers the opportunity to swim in heats and finals, "B", "C", etc., finals are permitted, but all at the same upper age group of 16 and over. Separate finals at, for example, 17 to 19 years, are not permitted. However, Counties are permitted to make additional Awards, such as to the top 17/18 year old or 19 year old and over, based on the swimming to the Pathway programme.

EVENT / AGE	10/ 11 years	12 years	13 years	14 years	15 years	16 years & over
50m Freestyle	?	?	?	?	?	?
100m Freestyle	?	?	?	?	?	?
200m Freestyle	?	?	?	?	?	?
400m Freestyle	?	?	?	?	?	?
800/1500m Freestyle		?	?	?	?	?
50m Backstroke	?	?	?	?	?	?
100m Backstroke	?	?	?	?	?	?
200m Backstroke	?	?	?	?	?	?
50m Breaststroke	?	?	?	?	?	?
100m Breaststroke	?	?	?	?	?	?
200m Breaststroke	?	?	?	?	?	?
50m Butterfly	?	?	?	?	?	?
100m Butterfly	?	?	?	?	?	?
200m Butterfly	?	?	?	?	?	?
100m I.M.	?	?	?	?	?	?
200m I.M.	?	?	?	?	?	?
400m I.M.		?	?	?	?	?
Relay Events	As appropriate to the individual event. No specific requirement.					

Table 1: Events to be contested at the County Championships within in each age group category.

1.5 Qualification

Counties are free to set different Qualifying Times for the different age groups, appropriate to local conditions and requirements, to achieve a balanced programme and suitable opportunity for all. The minimum age is 10 years with qualification subject to all 10 year olds achieving the qualifying time for a combined 10/11 years age group.

1.6 Updates

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To enable your County Swimming Association to keep up to date with any changes made to the competition programme at all levels of the pathway please use the following link:
<http://www.swimming.org/library/191/524>.

Appendix 2

Summary Guidance for organising the County Parents/ Guardians Workshop

The table below provides a detailed of the key organisational considerations for the County Parents/ Guardians workshop.

Target Audience	Parents/ Guardians of those swimmers competing at the County Championships for the first time, primarily aged 10/ 11 years.
Delivery Period	January/ February – during the County Championship window of weeks 2 – 9. The workshop to be delivered at lunchtime, extending into the afternoon warm – up period where necessary.
Funding Source (s)	County Learning resources and full staff training provided by ASA England Programmes.
Lead Organiser(s)	Programme Lead Head County Coach
Capacity	Room size dependant – each county should ensure (by checking Championships entrants after the closing date) that they can accommodate one parent per new swimmer.
Staffing	Programme Lead Head County Coach
Budget required from the County Swimming Association	£50
Parent/ Guardian Contribution	£0 – free of charge

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Essential Facilities	A large conference room/ classroom area
Duration	60 minutes (45 minutes Delivery/ 15 minutes Questions)
Key Themes	Understanding the Competitive Swimming Pathway Supporting the Developing Young Swimmer
Equipment	Chairs/ Tables Projector and Screen Flip Chart, Flip Chart Pad, Board Pens

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Appendix 3

Summary Guidance for organising the County Coaching Conference

The table below provides a detailed of the key organisational considerations for the County Coaching Conference.

Target Audience	UKCC Level 1/ ASA Certified Level 1 Coaches
Delivery Period	March/ April – ideally the 4 th or 5 th March (weekend of week 10), following the culmination of the County Championships and prior to the opening of the qualification window.
Funding Source (s)	Region Learning resources and full staff training provided by ASA England Programmes.
Lead Organiser(s)	Regional Club Development Officer, Head County Coaches from that region, ASA England Programmes Officer for that region
Capacity	Initially the 4 – 6 County Programmes Skills Coaches (per county) must be accounted for. The numbers can then be topped up to between 40 and 60 in total, depending on the size of the region and room availability. The aim should be to offer a minimum of 20 places in addition to the County Programme Coaches.
Staffing	Regional Development Officer Programme Lead Head County Coaches from that region ASA England Programmes Officer for that region Additional specialist staff as required (Content/ delivery dependant)
Budget required from the County	£0

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Swimming Association	
Coach Contribution	County Programme Skills Coaches Free Other Coaches (Swim 21 Accredited Clubs) £10 Other Coaches (Non Swim 21 Accredited Clubs) £20
Essential Facilities	A large conference room/ classroom area Catering facilities
Duration	1 Day, Non Residential
Coach Selection	All County Programme Skills Coaches First Come First Serve access beyond the Programme Skills Coaches
Key Themes	See section 3.2
Equipment	Chairs/ Tables Projector and Screen Flip Chart, Flip Chart Pad, Board Pens

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Appendix 4

Summary Guidance for organising the County Team Managers Conference

The table below provides a summary of the key organisational considerations for the County Team Manager Conference.

Target Audience	ASA Qualified Level 1 Team Managers
Delivery Period	March/ April – ideally the 4 th or 5 th March (weekend of week 10), following the culmination of the County Championships and prior to the opening of the qualification window.
Funding Source (s)	Region Learning resources and full staff training provided by ASA England Programmes.
Lead Organiser(s)	Regional Club Development Officer, Lead County Team Managers from that region, ASA England Programmes Officer for that region
Capacity	Initially the County Assistant Team managers must be accounted for. The numbers can then be topped up to between 20 and 30 in total, depending on the size of the region and room availability. The aim should be to offer a minimum of 10 places in addition to the County Programme Assistant Team managers.
Staffing	Regional Club Development Officer Programme Lead Lead County Team Managers from that region ASA England Programmes Officer for that region Additional specialist staff as required (Content/ delivery dependant)

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Budget required from the County Swimming Association	£0
Team Manager Contribution	County Programme Assistant Team Managers Free Other Level 1 Team Managers (Swim 21 Accredited Clubs) £10 Other Level 1 Team Managers (Non Swim 21 Accredited Clubs) £20
Essential Facilities	A large conference room/ classroom area Catering facilities
Duration	1 Day, Non Residential
Team Manager Selection	All County Programme Assistant Team Managers First Come First Serve access beyond the Programme Assistant Team Managers
Key Themes	See section 3.2
Equipment	Chairs/ Tables Projector and Screen Flip Chart, Flip Chart Pad, Board Pens

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Appendix 5

Summary Guidance for organising the County Camps

The information contained in the table below provides all of the necessary information required to organise and deliver the three x one day camps.

It is important to also note at this stage that each of the three county camp days will be marketed as coach education days within the county. In addition to the 4 – 6 County programme skills coaches, swimmers home coaches and other coaches within the county can apply to attend any of the camps in an observation capacity.

Age Range of Swimmers	11 years, age as at 31 st December 2016
Delivery Period	April, July, October
Funding Source (s)	County (Learning resources and full staff training provided by ASA England Programmes)
Lead Organiser(s)	Programme Lead, Head County Swimming Coach
Capacity	24 Swimmers: 12 Males, 12 Females (4 lane pool – 6 per lane) 30 Swimmers: 15 Males, 15 Females (5 lane pool – 6 per lane) 36 Swimmers: 18 Males, 18 Females (6 lane pool – 6 per lane) *The capacity should reflect the number of 11 year old swimmers competing in each individual County Championships)
Staffing	1 x Head Coach

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	<p>4, 5 or 6 Skills Coaches (one per lane so should reflect the number of swimmers recruited and lanes utilised)</p> <p>1 x Lead Team Manager</p> <p>1 x Assistant Team Manager</p> <p>*Sport Science and Sports Medicine Staff as appropriate in the future</p>
Budget required from the County Swimming Association	£2000
Athlete Contribution	<p>£30 per day (Total: £2160 based upon 24 swimmers attending) (Total: £2700 based upon 30 swimmers attending) (Total: £3240 based upon 36 swimmers attending)</p>
Kit	<p>Swimmers: 1 x Hat Staff: 1 x T Shirt</p>
Essential Facilities	<p>4, 5 or 6 Lane 25m Pool (depending on numbers) Classroom Area (Workshop Based Education) Land Training Area (Dance Studio/ Sports Hall)</p>
Duration	3 Days, Non Residential
Swimmer Selection	See Appendix 7 for the County Swimmer Selection policy
Key Themes	<p><i>Pool Session Content:</i> Aquatic Alignment Streamlining Push Off/ Underwater Phase/ Transition to Stroke Technique on Rotational/ Long Axis Strokes: Backstroke and Front Crawl Technique on Anti Rotational/ Short Axis Strokes: Butterfly and Breaststroke</p> <p><i>Land Training Content:</i></p>

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	<p>TBC</p> <p>Workshop Content: TBC</p>
Pool Session Content	<p>Day 1 Session 1 (60 minutes) Aquatic Alignment Effective Prone and Supine Streamlining Push Off, Underwater Kick and Transition to Front Crawl and Backstroke</p> <p>Day 1 Session 2 (60 minutes) Aquatic Alignment Effective Prone and Supine Streamlining Push Off, Underwater Kick and Transition to Butterfly and Breaststroke</p> <p>Day 2 Session 1 (60 minutes) Recap Prone Aquatic Alignment for Front Crawl Prone Rotational Control for Front Crawl (ability to generate rotation from the hips and control the extent of rotation) Transfer of Rotation into limb actions, effective timing and breathing patterns</p> <p>Day 2 Session 2 (60 minutes) Recap Supine Aquatic Alignment for Backstroke Supine Rotational Control for Backstroke (ability to generate rotation from the hips and control the extent of rotation) Transfer of Rotation into limb actions, effective timing and breathing patterns</p> <p>Day 3 Session 1 (60 minutes) Recap Prone Aquatic Alignment for Butterfly Anti - Rotational Stability and Control for Butterfly (ability to resist rotation) Link between anti – rotation and the symmetry of limb actions, effective timing and breathing patterns</p> <p>Day 3 Session 2 (60 minutes) Recap Prone Aquatic Alignment for Breaststroke Anti - Rotational Stability and Control for Breaststroke (ability to resist rotation) Link between anti – rotation and the symmetry of limb actions, effective timing and breathing patterns</p>
Land Training	Day 1 (120 minutes)

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Content	15 minutes Pre Pool (Both Sessions) 15 minutes Post Pool (Both Sessions) 60 minutes Land Training: Content TBC Day 2 (120 minutes) 15 minutes Pre Pool (Both Sessions) 15 minutes Post Pool (Both Sessions) 60 minutes Land Training (Content TBC) Day 3 (120 minutes) 15 minutes Pre Pool (Both Sessions) 15 minutes Post Pool (Both Sessions) 60 minutes Land Training: Content TBC
Workshops	Day 1 (60 Minutes) Content TBC Day 2 (60 minutes) Content TBC Day 3 (60 minutes) Content TBC
Swimmer Kit	Hat/ Goggles/ Costume or Trunks (plus spares of each) Short Blade Fins Snorkel Kick Board Pull Buoy Shorts/ T Shirt/ Tracksuit and trainers (no jeans fashion shoes) Adequate snacks, lunch and fluids for the entire day Pen and paper/ electronic device for taking notes
Coach Kit	Adequate snacks, lunch and fluids for the entire day Pen and paper/ electronic device for taking notes iPad (where possible)
Equipment required for delivery	Chairs/ Tables (for workshops) Yoga Mats (one per person for land training) Projector and Screen Flip Chart, Flip Chart Pad and Board Pens First Aid Kit

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Parent Education	One 60 minute workshop per day. Parents to attend with swimmers, maximum one parent per swimmer.
Coach Education	Any coach within the county can apply to attend the camps in an observational capacity.
Coach Contribution	Other Coaches (Swim 21 Accredited Clubs) £10 per day Other Coaches (Non Swim 21 Accredited Clubs) £20 per day
Head Coach Selection and Recruitment	Targeted Recruitment: Selection panel to include County Programme Lead and ASA England Programmes Officer See Appendices 8 and 9 for the application form and job specification.
Skills Coach Selection and Recruitment	Open Recruitment: Selection panel to include County Programme Lead and County Head Coach. See Appendices 8 and 10 for the application form and job specification.
Lead Team Manager Selection and Recruitment	Targeted Recruitment: Selection panel to include County Programme Lead and the ASA England Programmes Officer. See Appendices 11 and 12 for the application form and job specification.
Assistant Team Manager Selection and Recruitment	Open Recruitment: Selection panel to include County Swimming Association representative, County Head Coach and County Lead Team Manager See Appendices 11 and 13 for the application form and job specification.
Sport Science Support Staff Selections	At the present time we are not advocating the use of SSSM practitioners to work on the County camps. The Head Coach will lead all aspects of the 'technical' delivery. The ASA England Programmes team will however be looking to expand upon our current practitioner infrastructure to enable County Swimming Associations to use these specialist staff more extensively in the future.

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ASA England Programmes

Appendix 6 Guidance for Camp Timetable

Please find below the suggested timetable for each of the three x one day camps. Where possible we ask that the timetable is delivered as written and in the areas described below.

Time	Session	Notes
08:30 – 09:00	Registration	Large Room (48 – 72 people based on 24 – 36 swimmers plus one parent per swimmer)
09:00 – 09:30	Welcome Meeting	Large Room (48 – 72 people based on 24 – 36 swimmers plus one parent per swimmer)
09:30 – 10:30	Land Training	Sports Hall/ Dance Studio (24 – 36 swimmers)
10:30 – 10:45	Brief and Change	Sports Hall/ Dance Studio, Changing Rooms
10:45 – 11:00	Pre Pool	Sports Hall/ Dance Studio
11:00 – 12:00	Swim Session 1	25m Pool (4/5/6 Lanes)
12:00 – 12:15	Debrief and Change	Poolside/ Changing Rooms
12:15 – 12:30	Post Pool	Sports Hall/ Dance Studio
12:30 – 13:00	Lunch	Large Room
13:00 – 14:00	Classroom Based Workshop	Large Room (48 – 72 people based on 24 – 26 swimmers plus one parent per swimmer)
14:00 – 14:15	Brief and Change	Sports Hall/ Dance Studio, Changing Rooms
14:15 – 14:30	Pre Pool	Sports Hall/ Dance Studio
14:30 – 15:30	Swim Session 2	25m Pool (4/5/6 lanes)
15:30 – 15:45	Debrief and Change	Poolside/ Changing Rooms
15:45 – 16:00	Post Pool	Sports Hall/ Dance Studio
16:00 – 16:30	Swimmer/ Coach Meeting	Large Classroom
16:30 – 16:45	Closing Meeting	Large Room (48 – 72 people based on 24 – 36 swimmers plus one parent per swimmer)
16:45 – 17:00	Sign Out	Large Room (48 – 72 people based on 24 – 36 swimmers plus one parent per swimmer)

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Appendix 7

County Programme: Swimmer Selection Policy

Minimum activity level: Attendance at three x one day events in April, July, October (various dates/locations within the County).

A minimum of 24 swimmers (12 Male/ 12 Female) and a maximum of 36 (18 Male/ 18 Females) will be selected as follows:

- The ASA rankings data base will be used for selection purposes. Only times achieved between September 1st 2016 and the Monday following the final County Championship weekend in 2017, will be considered.
- The highest ranked 11 year old Male and Female (age as at 31st December in the year of competition), in each event competed at County Championships will be initially selected.
- Further selections will be made from the 2nd, 3rd, 4th etc ranked swimmers.
- Where swimmers have an equal ranking, selections will be made prioritised according to the highest Fina Point Score in a single event.
- Selections can be from either short or long course rankings but should be congruent with your County Championships mode (for example, if your County Championships are held in a long course pool, then long course rankings should be used for selection purposes and vice versa).
- Swimmer selections must be completed within one week of the completion of the County Championships.
- Swimmers and Home Coaches must be informed within two weeks of the completion of the County Championships.
- Swimmers must reply to confirm whether they will be accepting or declining their place on the programme within three weeks of the completion of the County Championships.
- Any reserve swimmers and their respective Home Coaches should then be informed within four weeks of the completion of the County Championships.
- All places on the programme must be filled and all paperwork returned by the end of March 2017, ready for the first camp of the programme which is scheduled to take place in April 2017.

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ASA England Programmes

Appendix 8

Application form for County Head Coach and County Skills Coach

Rekha to Insert

1 Direction

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ASA England Programmes

Appendix 9

Job Description for the County Head Coach

Role and Expectation Outline

TITLE:	County Head Coach
REPORTS TO:	The County Swimming Association
RENUMERATION:	£500 flat fee (inclusive of travel and subsistence)
DURATION:	4 days (Delivery at 1 hour Parent/ Guardian Workshop, 1 day Coaching Conference and 3 x Camp days): February – November

PURPOSE

The overall purpose of the County Head Coach is to:

- Provide professional coaching related services within the context of the delivery of the County Programme Framework
- Contribute to the swimmer and staff selection process
- Contribute to the County Coaching Conference (1 day)
- Deliver a 1 hour Parent/Guardian Education talk at the County Championships (presentation to be designed by EP)
- Lead the planning, delivery and evaluation of the County Programme (3 camp days)
- Provide leadership, guidance and mentoring to the skills coaches that are assisting in the delivery of the programme
- Communicate effectively with swimmers, staff and parents
- Be proactive and positive to all swimmers and staff during the programme
- Deliver all duties in accordance with the programme objectives and briefings
- Motivate and enthuse swimmers and staff during the programme
- Reflect on your own coaching practice and behaviour after each camp activity
- Exhibit British Swimming and England Programmes Coaching Principles during coaching practice; Setting Direction, Staying Connected, Engaging People, Delivering Results and Credibility

LOCATION

- Various

KEY RESPONSIBILITIES

Prior to programme delivery

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- **Attend the County Programme Training Days; 7th and 8th February 2017**
- Liaise with England Programmes staff to ensure you have an understanding of the aims and objectives of the county programme
- Write the specific pool sessions (3 in total) in line with the national focus and objectives and communicate with skill coaches (at least 7 days prior to each camp delivery)
- Plan and delivery specific pool sessions (3 sessions) as required which are relevant to the maturation level of selected/grouped swimmers and meet appropriate programme objectives.
- Liaise with skills coaches, and where relevant home coaches of swimmers to ensure they understand the objectives of the county programme (at least 7 days prior to each camp)
- Work to ensure that skills coaches have a clear understanding of their role on the day
- Contribute to the swimmer and staff selection process

During programme delivery

- Lead the delivery of specified pool sessions in line with programme objectives and plans
- Make a positive contribution as required to education and land based activities
- Lead coach discussion and facilitate learning within the context of the day to ensure an opportunity for learning and development of all staff
- Communicate effectively with all swimmers and staff
- Deliver a pre and post pool session discussion with skills coaches on each camp

Following programme delivery

- Reflect on the camp delivery and produce a brief report post each camp day and circulate to County Association and EPO detailing; attendance, engagement session outcomes etc.
- Be available to coaches who assisted in the delivery of the programme to further discuss elements of the camp and coaching practice as required to ensure the ongoing development of the coaches
- Conduct if appropriate and necessary any pre and post camp discussions with skills coaches
- Support the feedback process to swimmers home coaches on any key skill messages that have been delivered and that need reinforcing back in the home coaching programmes

PERSON SPECIFICATION

- Must hold as a minimum UKCC Level 2/ASA Coaches Certificate or equivalent
- Must possess a valid DBS certificate
- Proven ability as a practising coach of working with age group swimmers
- Experience of planning and organising coached sessions for age group swimmers
- In depth knowledge of the effective development of young athletes
- Committed to ongoing learning
- The ability to set priorities and work flexibly to meet outcomes required in a dynamic environment

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ASA England Programmes

- Excellent planning, interpersonal and communication skills (with swimmers and staff).
- High levels of motivation and dedication
- Have an outgoing personality with good interpersonal skills and be able to enthuse and motivate young people
- A team player with the ability to:
 - Ability to evaluate sessions and provide feedback to athletes and participants and staff
 - Tact and diplomacy in all interpersonal relationships
 - Self-disciplined with a commitment to continuous service improvement
 - Ability to think for yourself and use own initiative

1 Direction

Pathway Guidance Document for ASA County Swimming Associations

ASA England Programmes

Appendix 10

Job Description for County Skills Coach

Role and Expectation Outline

TITLE: County Skills Coach

REPORTS TO: County Head Coach

RENUMERATION: £150 flat fee (inclusive of travel and subsistence)

DURATION: Attendance at the County Coaching Conference and delivery at 3 Camp Days. March – October 2017

PURPOSE

The overall purpose of the County Skills Coach is to:

- Provide professional coaching related services within the context of the delivery of the County Programme Framework under the guidance of the Head Coach
- Assist with the delivery and evaluation of the County Programme (3 camp days)
- Communicate effectively with athletes, staff and parents
- Deliver all duties in accordance with the programme objectives and briefings
- Motivate and enthuse swimmers and staff during the programme
- Reflect on your own coaching practice and behaviour after each camp activity
- Exhibit British Swimming and England Programmes Coaching Principles during coaching practice; Setting Direction, Staying Connected, Engaging People, Delivering Results and Credibility
- Attendance at the county coaching conference

LOCATION

- Various

KEY RESPONSIBILITIES

Prior to programme delivery

- Liaise with the County Head Coach to ensure you have an understanding of the aims and objectives of the County Programme
- Ensure you have a clear understanding of your role during each camp day
- Communicate with the Head Coach and other Skills Coaches prior to each camp to check for understanding of the objectives of each session planned

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- Liaise with the swimmers home coaches on the aims and objectives of the camp, to ensure they understand the expectations

During programme delivery

- Assist in the delivery of pool sessions in line with programme objectives and plans with the guidance of the Head Coach
- Make a positive contribution as required to education and land based activities.
- Contribute to coach discussion and facilitated learning within the context of the day to ensure an opportunity for learning and development of all staff takes place
- Communicate effectively with all swimmers and staff
- Contribute to pre and post pool session discussion with the Head Coach and other Skills Coaches on each camp

Following programme Delivery

- Reflect on camp delivery and contribute if requested to Coach/Swimmer reports post each camp
- Contribute to any post camp debrief discussion as lead by the Head Coach
- Liaise with swimmers home coaches on any developmental concerns under the guidance of the Head Coach
- Feedback to swimmers home coaches on any key skill messages that have been delivered and that need reinforcing back in the home coaching programmes

PERSON SPECIFICATION

- Must hold as a minimum UKCC Level 1/ASA Coaches Certificate or equivalent
- Must hold a valid DBS Certificate
- Proven experience as a practising coach of working with age group swimmers
- Knowledge of the effective development of young athletes
- Committed to ongoing learning
- The ability to set priorities and work flexibly to meet outcomes required in a dynamic environment
- Good planning, interpersonal and communication skills (with swimmers, staff and home coaches)
- High levels of motivation and dedication
- Have an outgoing personality with good interpersonal skills and be able to enthuse and motivate young people
- Experience of organising coached sessions for age group swimmers
- A team player with the ability to:
 - Ability to evaluate sessions and provide feedback to athletes and participants and staff
 - Tact and diplomacy in all interpersonal relationships
 - Self-disciplined with a commitment to continuous service improvement
 - Ability to think for yourself and use own initiative.

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ASA England Programmes

Appendix 11

Application form for County Lead Team Manager and County Assistant Team Manager

Rekha to Insert

1 Direction

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ASA England Programmes

Appendix 12

Job Description for County Lead Team Manager

Role and Expectation Outline

TITLE: County Lead Team Manager

REPORTS TO: The County Association

RENUMERATION: £320 flat fee (inclusive of travel and subsistence)

DURATION: 4 days (Delivery at 1 day Team Manager Conference and 3 x 1 day Camps)
March – November

PURPOSE

The overall purpose of the County Lead Team Manager is to:

- Provide professional team management related services within the context of the delivery of the County Programme Framework
- Contribute to the assistant team manager selection process
- Attend a webex session delivered by the ASA England Programmes team
- Contribute to the County Team Manager Conference (1 day)
- Lead the planning, delivery and evaluation of the County Programme (3 camp days)
- Provide leadership, guidance and mentoring to the assistant team manager who is supporting the delivery of the programme
- Communicate effectively with swimmers, staff and parents
- Be proactive and positive to all swimmers and staff during the programme
- Deliver all duties in accordance with the programme objectives and briefings
- Motivate and enthuse swimmers and staff during the programme
- Reflect on your own team management practice and behaviour after each camp activity
- Exhibit British Swimming and England Programmes Team Management Principles during coaching practice; Setting Direction, Staying Connected, Engaging People, Delivering Results and Credibility

LOCATION

- Various

KEY RESPONSIBILITIES

Prior to programme delivery

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ASA England Programmes

- Attend the webex session for County Lead Team Managers in January 2017
- Liaise with the ASA England Programmes staff to ensure you have an understanding of the aims and objectives of the county programme and your role within the delivery model
- Act as the key liaison person with the facility providers
- Work to ensure that the assistant team managers skills has a clear understanding of their role on the day
- Contribute to selection process of the assistant team manager

During programme delivery

- Lead the delivery of the pastoral aspects of the camps to ensure programme objectives and plans are met
- Lead team management discussion and facilitate learning within the context of the day to ensure an opportunity for learning and development of all staff
- Communicate effectively with all swimmers and staff
- Deliver a pre and post camp day briefing session with the assistant team manager
- Ensure all code of conducts and statement of fitness forms are collated and updated for each camp where applicable

Following programme delivery

- Reflect on the camp delivery and produce a brief report post each camp day and circulate to County Association and EPO detailing; organisation, safeguarding, etc.
- Be available to the assistant team manager who supported in the delivery of the programme to further discuss elements of the camp and team management practice as required to ensure the ongoing development of this team manager
- Conduct if appropriate and necessary any pre and post camp discussions with the assistant team manager

PERSON SPECIFICATION

- Must hold as a minimum ASA level 1 team manager qualification
- Must hold a valid DBS certificate
- Should preferably hold a first aid qualification (not essential)
- Proven ability as a practising team manager working with age group swimmers
- Committed to ongoing learning
- The ability to set priorities and work flexibly to meet outcomes required in a dynamic environment
- Excellent planning, interpersonal and communication skills (with swimmers and staff).
- High levels of motivation and dedication
- Have an outgoing personality with good interpersonal skills and be able to enthuse and motivate young people
- A team player with the ability to:
 - Ability to evaluate and provide feedback to staff
 - Tact and diplomacy in all interpersonal relationships

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- Self-disciplined with a commitment to continuous service improvement
- Ability to think for yourself and use own initiative

Appendix 13

Job Description for County Assistant Team Manager

Role and Expectation Outline

TITLE: County Assistant Team Manager

REPORTS TO: County Lead Team Manager

RENUMERATION: £150 flat fee (inclusive of travel and subsistence)

DURATION: Attendance at 1 day Team manager Conference and delivery at 3 Camp Days. March – October

PURPOSE

The overall purpose of the County Assistant team manager is to:

- Provide professional team management related services within the context of the delivery of the County Programme Framework under the guidance of the Lead Team Manager
- Attendance at the team manager conference
- Assist with the delivery and evaluation of the County Programme (3 camp days)
- Communicate effectively with athletes, staff and parents
- Deliver all duties in accordance with the programme objectives and briefings
- Motivate and enthuse swimmers and staff during the programme
- Reflect on your own team management and behaviour after each camp activity
- Exhibit British Swimming and England Programmes Coaching Principles during coaching practice; Setting Direction, Staying Connected, Engaging People, Delivering Results and Credibility

LOCATION

- Various

KEY RESPONSIBILITIES

Prior to programme delivery

- Liaise with the County Lead Team Manager to ensure you have an understanding of the aims and objectives of the County Programme

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- Ensure you have a clear understanding of your role during each camp day

During programme delivery

- Assist with communication between parents, staff, swimmers and the facility providers
- Contribute to team management discussion and facilitated learning within the context of the day to ensure an opportunity for learning and development of all staff takes place
- Contribute to pre and post camp day discussions with the Lead team manager, specifically helping to ensure that all reports are accurate

Following programme Delivery

- Contribute to any post camp debrief discussion as lead by the County lead team manager
- Discuss areas for ongoing development with the County Lead Team Manager
- Contribute to the post camp report produced by the County Lead Team Manager

PERSON SPECIFICATION

- Must hold as a minimum ASA level 1 team manager qualification
- Must hold a valid DBS certificate
- Should preferably hold a first aid qualification (not essential)
- Committed to ongoing learning
- The ability to set priorities and work flexibly to meet outcomes required in a dynamic environment
- Excellent planning, interpersonal and communication skills (with swimmers and staff).
- High levels of motivation and dedication
- Have an outgoing personality with good interpersonal skills and be able to enthuse and motivate young people
- A team player with the ability to:
 - Ability to evaluate and provide feedback to staff
 - Tact and diplomacy in all interpersonal relationships
 - Self-disciplined with a commitment to continuous service improvement
 - Ability to think for yourself and use own initiative

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Appendix 14 Sample Budget Sheet

Income			
	Daily Fee (£)	Days	Total (£)
<i>County Contribution</i>			2000
<i>Athlete Contribution (x 24)</i>	30	3	2160
		Total	4160

Expenditure (Staffing)			
Role	Daily Fee (£)	Delivery Days	Total (£)
<i>County Head Coach (x 1)</i>	100	5	500
<i>County Lead Team Manager (x 1)</i>	80	4	320
<i>County Assistant Team Manager (x 1)</i>	50	3	150
<i>County Skills Coaches (x 6)</i>	50	3	900
		Total	1870
Expenditure (County Head Coach Training Days)			
			Total (£)
Travel Expenses			200
		Total	200
Expenditure (Parents/ Guardians Workshop)			
			Total (£)
<i>Room Hire (1 Hour)</i>			50
		Total	50
Expenditure (Camps)			
	Daily Fee (£)		Total (£)
<i>Facilities (All Listed)</i>	600	3	1800
Kit			200
		Total	2000

Total Income	£4160
Total Expenditure	£4120
Difference	£40 Profit

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Appendix 15

Guidance for Engagement of Staff (to follow)