

An evaluation of Swim 21

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Executive Summary

Swim 21 is the Amateur Swimming Association's club development model, a planning tool based on the principles of long term athlete development. Swim 21 aims to provide appropriate opportunities for swimmers in order to assist them to attain their full potential. Therefore Swim 21 is intended to focus on the needs of swimmers, enabling clubs to help athletes, teachers, coaches and administrators to achieve their full potential.

However the benefits of Swim 21 have yet been subject to empirical research in order to validate these claims and recently, the Swim 21 process has been revised. Consequently, the ASA considered it appropriate to commission an evaluation of Swim 21.

The commissioned research comprised semi-structured interviews with four types of clubs:

- Clubs that have been through Swim 21 and are reaccrediting.
- Clubs that have been through Swim 21 and are not reaccrediting.
- Clubs that are working towards Swim 21 for the first time.
- Clubs that are not engaged with Swim 21 at all.

The research established that there are a number of benefits associated with Swim 21 such as developing a more professional club and increasing the amount of qualified coaches, teachers and volunteers. However, the results also showed that there are a number of disadvantages to Swim 21, such as being a slow, time consuming process requiring significant volunteer commitment.

Few interviewees noted direct benefits to swimmers. In addition, there is a perceived need for additional support from the ASA as well as a need for greater promotion of the intended benefits of Swim 21.

From this research a number of recommendations have emerged. These are:

- The benefits of Swim 21 need to be widely communicated to the swimming community through a number of mechanisms.
- The benefits to swimmers as well as clubs must be made clear.
- A review needs to be taken of the bureaucracy of the process. The process has to be less time demanding with regard to the volunteer hours required.
- A review of the resources and support available to clubs seeking Swim 21 should be carried out by region.

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An evaluation of Swim 21

1. Introduction

- 1.1 Swim 21 is the Amateur Swimming Association's club development model, a planning tool based on the principles of long term athlete development. Swim 21 aims to provide appropriate opportunities for swimmers in order to assist them to attain their full potential. Therefore Swim 21 is intended to focus on the needs of swimmers, enabling clubs to help athletes, teachers, coaches and administrators to achieve their full potential.
- 1.2 Launched in 2002, Swim 21 accreditation is a 'Quality mark', recognising clubs that are committed to providing safe, effective and quality services for the benefit of their members. The process involves clubs working steadily to achieve a series of prescribed outcomes, all of which are seen as crucial if the right level of support is to be provided at each stage of an athlete's development.
- 1.3 It also incorporates Sport England's national clubmark standard, as Swim 21 is recognised by Sport England as a club mark accredited scheme. Therefore all clubs gaining Swim 21 accreditation will automatically receive clubmark status.
- 1.4 Accreditation of Swim 21 is a three-stage process. First, clubs audit their current position against a series of questions that are linked to nationally determined outcomes of good practice. Then, based on their findings, they produce an improvement plan that details the steps needed to address the gaps in provision. Finally, when these gaps have been addressed and the clubs have achieved the required outcomes, they then apply to become an ASA Swim 21 accredited club by contacting their regional development officer.
- 1.5 Based on the principles of LTAD, Swim 21 encourages clubs to specialise in one of four areas: teaching, skill development, competitive development and performance. At each of these four Swim 21 areas, criteria for assessment focuses on three modules. These are:
 - The Swim 21 compliance module which covers all the essential elements that signify a well managed, and child friendly club.
 - The Swim 21 workforce development module which supports the training and development of people within the club to ensure they are aware of the latest developments, issues and legislation.
 - The Swim 21 athlete development module which covers the technical elements that signify a successful athlete centered club, a club that understands the needs of athletes at the critical stages of their development and the ideal environment that is needed for them to reach their full potential.

Accreditation assessment is based on the achievement of the outcomes described in these three modules and the club is asked to produce evidence that verifies this achievement.

- 1.6 The ASA believes that there are a number of clear benefits of Swim 21 accreditation. It benefits swimmers by:
- Providing a guide on how much water time they should ideally have at any stage of their development.
 - Introducing land training as an integral part of the swimmers training program.
 - Providing access to coaches who are qualified, knowledgeable and informed.
 - Promoting appropriate opportunities for competition whatever the level of swimmer.
 - Highlighting the position of their club in relation to the Swim 21 national network of clubs.

It benefits clubs by:

- Providing a framework for the development of a club structure, both administrative and competitive.
- Encouraging the club committee to think long term and put development on the agenda.
- Establishing a partnership with other swim clubs in the area to support talented swimmers.
- Providing examples of good practice to guide club development work.
- Giving clubs a swimmer centered focus.

(Adapted from: www.bwsc.org.uk/swim21)

- 1.7 Other benefits are considered by the ASA to include increased publicity, promotion and profile recognition, more members and coaches, increased opportunities to secure funding, greater support from the ASA and other networks, in addition to club sustainability, longevity and development.
- 1.8 However the benefits to clubs using Swim 21 have yet been subject to empirical research in order to validate these claims. In addition, in 2006, the Swim 21 process was reviewed with the intention of streamlining and making the process more straightforward. Consequently, the ASA considered it appropriate to commission an evaluation of Swim 21. This report sets out this evaluation.

2. Methodology

- 2.1 This research set out to evaluate the Swim 21 framework as a tool for assisting with management of clubs. It had a number of objectives:
- To establish why clubs choose to use the Swim 21 framework
 - To establish the perceived benefits and weaknesses of Swim 21 accreditation.
 - To investigate why clubs choose not to seek accreditation.
 - To identify what assistance is required from the ASA.
- 2.2 In order to gain a detailed insight into Swim 21 it was considered necessary to adopt a qualitative approach to the research. This type of approach was required because the data needed to meet the objectives had to be rich in detail. Thus the research comprised semi structured interviews with four types of clubs:
- Clubs that have been through Swim 21 and are reaccrediting.
 - Clubs that have been through Swim 21 and are not reaccrediting.
 - Clubs that are working towards Swim 21 for the first time.
 - Clubs that are not engaged with Swim 21 at all.
- 2.3 The following clubs were involved in the research and appendix one sets out the research questions.

Club	Swim 21 status	Club	Swim 21 status
Kimberley	Reaccrediting	Wareham & District	First Time
Barnet Copthall	Reaccrediting	Haringey	First Time
Haden Hill	Reaccrediting	City of Hereford	First Time
Bracknell & Workingham	Reaccrediting	Borough of Southend	First Time
Middlesborough ASC	Reaccrediting	Camp Hill Edwardians	Not Engaged
Thurrock	Reaccrediting	West Wight	Not Engaged
Tyldesley	Reaccrediting	Consett ASC	Not Engaged
Corsham	Reaccrediting	Romiley	Not Engaged
Hucknall Water Polo	First Time	Marlborough Penguins	Not Engaged
Winchester Penguins	First Time	Bircotes Penguins	Not Engaged
City Of Leeds	First Time	Westminster SC	Not Engaged
Epping Forest & District	First Time	Stourbridge	Not reaccrediting

- 2.4 In addition, documentary analysis was carried out on the following:

- Swimming Times
- ASA (2006) Following the Swim 21 accreditation process
- Clubmark (2006) Active, Accessible, Accredited

2.5 Please note that a limitation of this research is that only one club not seeking reaccreditation was included in the research. This came about because of the limited period of the research.

3. Results

This section sets out the major findings. Full interview transcripts are available in appendix two.

3.1 Reasons for seeking Swim 21 accreditation

3.1.1 The interviews carried out with those clubs seeking accreditation of Swim 21 for the first time showed that the main reason for working towards Swim 21 was that it is perceived to result in better performances by the club and its swimmers and that it promotes the club in the swimming world, leading to national recognition. For example, the City of Leeds Swimming Club is working towards accreditation *to keep up to date with changes in British swimming, and to reinforce the fact that the City of Leeds swimming club is one of Britain's most successful swimming club.*

3.1.2 In addition, some of those interviewed felt that the club would be left behind without Swim 21 as this quote from Winchester Penguins shows: *With Swim 21's increased popularity over the last 3 years, we felt that without Swim 21 we would be left behind, with our club suffering as a result, in the competitive Southern Counties region.*

3.2 The perceived benefits of Swim 21 accreditation

The research shows that many of the benefits of Swim 21 promoted by the ASA are in fact perceived to be benefits by clubs engaged in the process (See Figures 1 and 2). However, it is important to note that there was not wholesale agreement about these as many clubs did not perceive that **all** benefits promoted by the ASA had been obtained by their club.

3.2.1 The research with the clubs engaged with Swim 21 revealed that the key perceived benefit of Swim 21 is that it results in a more professional, focused club, with a lot more qualified staff *creating an environment where all swimmers both young and old, can enjoy, participate and compete in all swimming disciplines, in surroundings where they can develop friendship, sportsmanship and dedication* (Barnet Copthall).

3.2.2 The clubs seeking accreditation for the first time anticipated benefits in terms of increased pool time, which had become a real benefit for Bracknell and Wokingham, Kimberley and Middlesborough. In addition, Thurrock SC's interview revealed that they had increased pool time due to

their improved financial situation, which was due to Swim 21. This led the club to indirectly receive increased pool time as a result of Swim 21.

Figure one

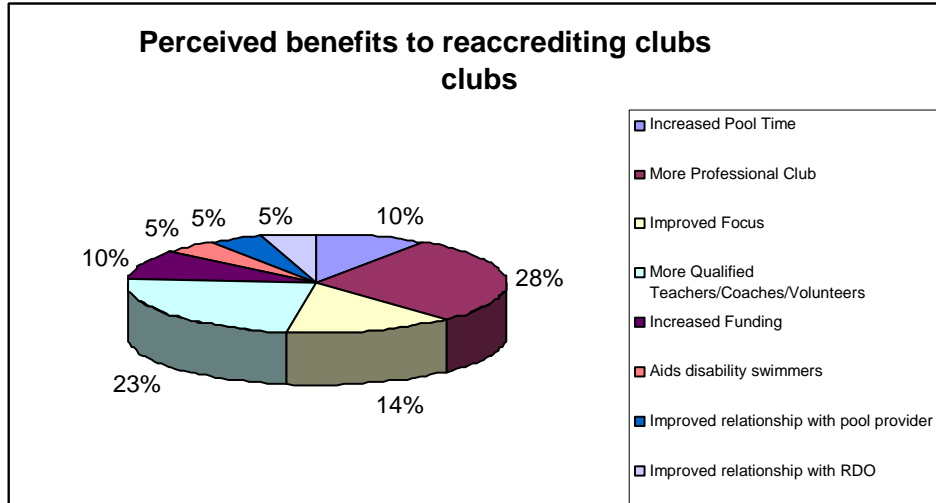
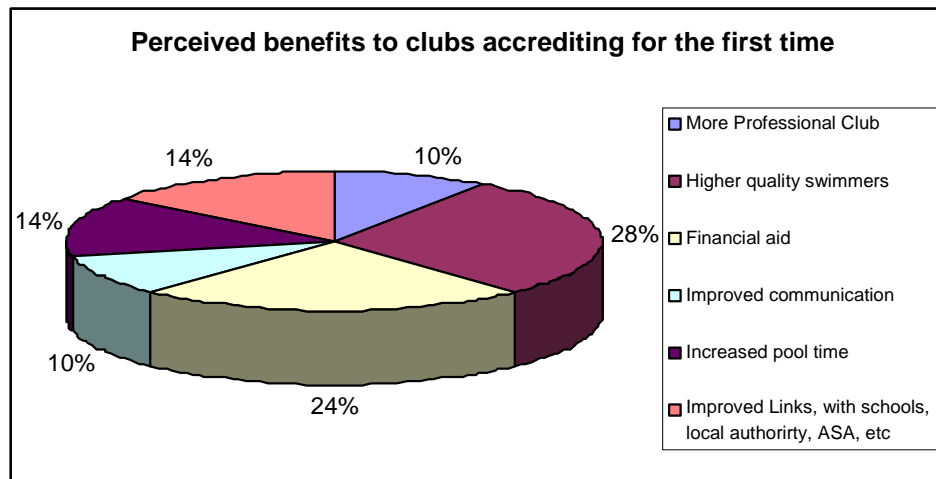


Figure two



3.2.3 The results were inconclusive in terms of improving relationships with pool providers. Clubs such as Thurrock, Tyldesly and Barnet Copthall reported good relationships with leisure centres, however, they also noted that these were good prior to Swim 21. However, Kimberley noted that *we now have a very good working relationship with the leisure centre manager, who understands the Swim 21 process, giving his full support, by increasing our pool time, and being more flexible with regard to special events, such as galas.*

- 3.2.4 Alternatively, Haden Hill felt that *Swim 21 has done nothing for us in terms of ensuring we have pool time in-line with LTAD. Nor has it proved a tool by which we have been able to increase our pool time. Such initiatives only come where the Council and the Leisure Trust actively seek and support a single swimming pathway and have been instrumental in the creation of such.*
- 3.2.5 The results show that, on the whole, Swim 21 improves club coaching and procedures. Clubs embarking on the process, such as such as Hucknall, Haringey and Hereford have all noted improvements in their committee structure, club management and communication and an increase in training times. Furthermore, Winchester Penguins and Epping Forest stated that the audit stage results in improvements, as it helps identify what needs to be done to improve, with the action planning stage implementing these improvements.
- 3.2.6 Those seeking reaccreditation have noted similar benefits with Kimberley SC reporting that Swim 21 has led to over 40 qualified staff, resulting in increased pool time and extra training sessions leading to improved performances. This is because Swim 21 sets out clear professional standards for pool side operatives and managers. In addition, Middlesborough ASC revealed that Swim 21 has led to increased training hours, more qualified coaches and teachers, as well as individual training programs, ensuring athletes reach their full potential. Thus, of all the benefits listed by the ASA, it is apparent that Swim 21 is perceived to improve the management of clubs.
- 3.2.7 However, only half of those clubs reaccrediting felt that parents were more confident in the club as a result of Swim 21 which they felt was because parents don't fully understand what Swim 21 means. When asked about the perceptions of parents of Swim 21 the interviewee from Haden Hill commented that *I remain unconvinced as in my opinion parents bring their families to us with one specific intent - to improve their ability to swim. The fact that we are Swim 21 accredited is not, in my opinion, central to their thinking.... parental confidence in Swim 21 as a quality indicator only comes about as they learn within the club and realise most situations and people are dealt with to ensure progress and development in a safe and caring environment.* However, Middlesborough felt that Swim 21 demonstrates to parents that the club takes its responsibilities seriously.
- 3.2.8 Swim 21 is not considered to necessarily improve relations with other local clubs. Haden Hill provided an explanation for this by saying *that each club is a competitive club and has a long tradition of ensuring superiority. There is no way they are going to encourage members to transfer their allegiance and the financial well being of each club demands they maintain the status quo. Where each club has striven to ensure excellence*

it will do everything to maintain that difference and hence the isolationist tradition. However, in some cases clubs have become closer when they aren't competing at the same level. For example Tyldesley acts as a feeder club to other clubs, with the aim to develop swimmers so that they reach the necessary standard, to be able to move on to larger more advanced clubs.

- 3.2.9 Somewhat worryingly, a number of clubs were negative about the Swim 21 process. Tyldesley SC stated that Swim 21 *did nothing, with no real benefits in funding, water time, or cheaper water time.* Haden Hill SC, stated that the rewards from the ASA as a result of achieving Swim 21 status and maintaining it are *insignificant and an insult to the volunteer hours that are put in.* Barnet Copthall stated that *Swim 21 doesn't seem to have swimmer development at the heart of the process, instead mainly focusing on processes and procedures such as getting qualified volunteers. We feel this isn't as important as our swimmer development, and seems to slow down our progress.*
- 3.2.10 However, despite not seeking reaccreditation of Swim 21 Stourbridge felt that Swim 21 had *helped develop swimmers from 'learn to swim' up to national level, through increasing the number of qualified coaches, teachers and volunteers, and adding a structured weekly training* This is strong endorsement from a club that has chosen not to reaccredit.

3.3 The accreditation process

- 3.3.1 The interviews carried out with those who were seeking accreditation of Swim 21 for the first time showed that for many of these clubs, other clubs had been influential in their decision to seek accreditation. This was particularly noted by City of Leeds who commented that *we thought we were beginning to get left behind, and feared other local clubs with Swim 21 status would both take some of our athletes and achieve better results than us.*
- 3.3.2 The accreditation and reaccreditation processes were perceived to be important in order to maintain standards and were on the whole perceived to be achievable. They were, however, also considered to be time consuming and bureaucratic. Thurrock noted that, although it was a necessary process, *it's a very time consuming and slow process, which would be easier if the ASA provided us with more support.* In support of this Barnet Copthall felt that *there's a lack of support from the ASA, with regard to providing courses that staff and volunteers need to undertake, as well as keeping in contact with you during the process, resulting in revalidation being a large, daunting task to undertake for swimming clubs.*
- 3.3.3 Hucknall Water Polo Club felt that the process *is very time consuming, with regard to volunteer hours, the paperwork involved, and the*

implementation of the action plan. Hopefully the rewards of being Swim 21 accredited will be worth all this hard work and effort.

3.4 Reasons for not engaging

- 3.4.1 The time consuming process of achieving Swim 21 was the main reason given for not seeking accreditation of Swim 21. Westminster felt that *Swim 21 introduces a ridiculous amount of processes and procedures and currently we have a lack of time and volunteer resources, and if we were Swim 21 accredited, we would have even less time to devote to our swimmers, than we currently have.* This was supported by West Wight and Bircotes Penguins.
- 3.4.2 Stourbridge SC was unique in this research in that the club had chosen not to reaccredit. Although positive about many of the benefits of Swim 21, the 'paperwork' was considered to be a major weakness. The interviewee from Stourbridge stated that this club is *not seeking reaccreditation of Swim 21 because we feel we have learnt enough from the last 4 years of being Swim 21 accredited, and will continue to improve and develop our club and athletes, without needing to be Swim 21 accredited. We are still using an action plan, but our own individual one, as we felt Swim 21 restricted us as a club, due to its inflexible nature, with all the paper work and procedures you had to comply to.*
- 3.4.3 A perceived lack of real benefits to obtaining Swim 21 was also given as a reason for non-engagement. The interviewee from Romiley Marine stated that *despite the best intentions of the ASA, I still completely fail to see how our swimmers benefit from Swim 21. My view of Swim 21 has been strengthened by many discussions with other clubs who by and large have admitted that it does place an ever increasing admin burden on clubs and there was no benefit to the teaching or coaching of the swimmers which I regard as core business of a swimming club.* This sentiment was echoed by Marlborough Penguins and Camp Hill Edwardians.
- 3.4.4 There was also a certain amount of skepticism as to why Swim 21 was being promoted by the ASA. Camp Hill Edwardians noted that *we feel it doesn't seem to have swimmer development as its main priority, instead it's being driven by Sport England, trying to make the ASA look more adaptive and professional.* In addition, Romiley Marine noted that *I do however see the benefits for the ASA. It is mainly about being able to demonstrate a level of 'professionalism' amongst the grass roots of swimming including a large registered membership. This in turn benefits the ASA as an organisation with it being able to ask for and receive a large slice of Sports England funding.*

3.5 Additional assistance required

Those interviewed had a number of suggestions as to the additional assistance they felt was necessary from the ASA. These were:

- The ASA should provide more courses, such as child protection.
- There should be a shorter implementation time for the whole project.
- It should be a far less daunting administration process.
- There should be more funding to help with the process
- The action plan should be less prescriptive and less time consuming, making it more user friendly.
- There should be an increased the amount of contact between clubs, and the regional development officer, as well as the ASA
- A team of Swim 21 staff should be appointed, responsible for liaising and advising clubs according to each clubs individual circumstances.
- The ASA should provide more advice on how to access sources of funding.

The results suggest that the ASA should work to make the process less time consuming and daunting.

4. Conclusions and recommendations

- 4.1 It is clear from the research that the clubs perceived a number of benefits to achieving and maintaining accreditation of Swim 21. Clubs noted beneficial effects in terms of their management and processes, with some also indicating benefits in terms of increased pool time and improved relationships with pool providers.
- 4.2 However, there are also clearly a number of areas for further consideration in order to make the framework as effective and helpful as possible. Not all clubs felt that Swim 21 had helped them with increased pool time, or access to swimmers. Indeed, there is a perception that the benefits that swimmers receive as a result of Swim 21 are poor. Most perceived benefits were related to increased processes and procedures, and not swimmer development. This was a common perception held by both those engaged and not engaged with Swim 21.
- 4.3 In addition, there was a feeling that parents do not understand the need for, or advantages of, Swim 21 accreditation.
- 4.4 There is clearly an issue with the perceived time commitments and bureaucracy associated with Swim 21 which is criticised by those engaging with the process and is acting as a deterrent for those not engaged with Swim 21.
- 4.5 This leads to the following recommendations:

- The benefits of Swim 21 need to be widely communicated to the swimming community through a number of mechanisms. This can be done through the existing newsletters received by swimmers and may also require information leaflets to be made available to clubs so that they can pass these on to parents.
- The benefits to swimmers as well as clubs must be made clear.
- A review needs to be taken of the bureaucracy of the process. The process has to be less time demanding with regard to the volunteer hours required. One way of doing this is to determine the three or four areas of the structure that are considered essential for accreditation and award Swim 21 to clubs that meet all the requirements in these areas even if they are weaker in other areas of the framework.
- A review of the resources and support available to clubs seeking Swim 21 should be carried out by region and communicated to clubs. This should include relevant training courses and what accessible funding is available and how to access this. Regions may need to identify ways to further support their clubs through the Swim 21 process depending on local needs.

Appendix 1: Interview questions

Questions for Swim 21 clubs that have been through Swim 21 and are re-accrediting

- What do you feel the main benefits of swim 21 are? such as improved teaching, performance and all round development, encouraging and retaining volunteers, and increased membership
- In gaining Swim 21 accreditation are parents more confident in the club?
- And to parents/athletes recognize the improvements?
- Also;
- Has it improved relationships with pool operators/access to pool time?
- Has it encouraged your club to work more closely with other local clubs?
- Have you felt the annual revalidation process is appropriate?

Questions for Clubs that have been through the Swim 21 process and are not re-accrediting.

- What did you find were the main benefits of Swim 21? (tangible, intangible, etc)
- Was it worthwhile?
- Why are you not re-accrediting with swim 21?
- Do you feel the ASA did enough, to help, support you? And if not what could they have done?
- Does your pool provider request that the club has accreditation status or not?

• Questions for swimming clubs that are working towards Swim 21 for the first time

- Why are you working towards it?
- Do you feel the process is achievable?
- Does it encourage improvement?
- What do you feel will be the main benefits of getting the swim 21 status?
- Have you been influenced by other clubs who have got it?

• Questions for swimming clubs that are not engaged with Swim 21 at all.

- Have you heard of Swim 21?
- Why are you not working towards it?
- Why doesn't it interest you?
- Are you aware of some of the benefits from undertaking Swim 21?
- What would encourage you to undertake it?

Appendix two: Interview transcripts

- **Clubs that have been through Swim 21 and are re-accrediting.**

- **Kimberley Swimming Club**

- **Main Benefits of Swim 21**

-Increased pool time.

-More professional structured club, with published job descriptions for committee roles and volunteers.

-More focus on what needs to be done to improve our club in the long term.

-With an increased focus on youth, encouraging them to become involved in the club, and qualify to be teachers.

-Have a lot more qualified staff, with over 40 qualified to a national standard.

- **Are parents more confident in the club**

-Should be, but majority fail to recognize that being Swim 21 accredited also includes accreditation to Sport England's club mark award, which ensures that young people are participating within a safe and friendly environment.

-However parents who are also volunteers, show more confidence in the club, which they discuss with other parents, helping them become more confident in the club, 'slowly but surely'

- **And do parents/athletes recognise the improvements?**

-Parents show increased commitment to the club, which I think is due to the increased professionalism surrounding the club, leading to a sense of direction and a greater involvement in the wider swimming world.

-Athletes recognise the impacts of Swim 21, as they have more pool time, professional coaches and extra training sessions leading to improved performances at regional, national and international level.

- **Has it improved relationships with pool operators/access to pool time?**

-We now have a very good working relationship with the leisure centre manager, who understands the Swim 21 process, giving his full support, by increasing our pool time, and being more flexible with regard to special events, such as galas.

- **Has it encouraged your club to work more closely with other local clubs?**

-No, as in the East Midlands there is a long history of competition between swimming clubs. Thus clubs aren't working more closely together, but through the ASA website we are aware of what local clubs are working towards Swim 21, and at what stage of the process they are at.

- **Revalidation process**

-Is appropriate, as it ensures the annual action plan is reviewed and developed.

- And reaccreditation is realistic and achievable, and I feel essential to make sure that all the hard work by our clubs committee, coaches, teachers and volunteers over the past 4 years has been worth while, and maintained to the Swim 21 re-accreditation standard.

- **Barnet Copthall**

- **Main Benefits of Swim 21**

- Swim 21 has helped to create an environment where all swimmers both young and old, can enjoy, participate and compete in all swimming disciplines, in surroundings where they can develop friendship, sportsmanship and dedication. Other benefits include;

- Increased numbers of volunteers

- Better relationships with the London Borough of Barnet and Greenwich Leisure Limited, who provide is with excellent facilities and a coaching team.

- Swim 21 sets out professional standards that we meet and improve on.

- **Are parents more confident in the club**

- It does enhance the image of the club as its another award we have, a standard that we achieve, but parents don't understand Swim 21 fully, i.e. what it means. Thus a lot of parents are oblivious to the fact that we are Swim 21 accredited.

- **And do parents/athletes recognise the improvements?**

- Parents don't, but athletes do as they receive a high quality training scheme from a qualified coaching team. However this isn't a result of Swim 21 directly, as it's more to do with the local council and Greenwich Leisure Limited's initiative, as they focus on athlete development at all levels.

- Whereas we feel that Swim 21 doesn't seem to have swimmers development at the heart of the process, instead mainly focusing on processes and procedures such as getting qualified volunteers. We feel this isn't as important as our swimmers development, and seems to slow down our progress.

- **Has it improved relationships with pool operators/access to pool time?**

- Our relationship with our pool provider has improved over the years since we became Swim 21 accredited, but this wasn't a result of Swim 21.

- It's due to the huge support we receive from the London Borough of Barnet and our leisure centre provider, who cater to our needs, providing us with regular training sessions, and being flexible to our needs during the competition season.

- **Has it encouraged your club to work more closely with other local clubs?**

-No, the links we have with other clubs were established prior to Swim 21 accreditation, and we feel Swim 21 reduces the need for links between other clubs, as it produces a homogenized swim club, standardizing swim clubs, taking away our individuality.

- **Revalidation process**

-Needs to be done to re-accredit with Swim 21, but there's a lack of support from the ASA, with regard to providing courses that staff and volunteers need to undertake, as well as keeping in contact with you during the process. Resulting in revalidation being a large, daunting task to undertake for swimming clubs

- **Haden Hill**

- **Main Benefits of Swim 21**

-Swim21 sets out clear professional standards for poolside operatives and managers and ensures safety standards are known and adhered to
-It ensures that procedures are in place to make training environments safe.
-Has an expectation that everyone is aware of and practices appropriate Child Protection initiatives.
-The Club has in place policies to take care of the needs of those with disabilities, to ensure everything is done equitably and in a safe and caring environment
-Swim21 has benefits in that it seeks to install clear thinking into the club about aims and objectives and continuous professional development.
-Activities and jobs within the Club are defined but subject to review modification and enhancement.
-Possession of Swim21 ensures that the Club will have its claims for aid sympathetically considered and supported.
-Financial concessions. This is particular, to our Club and Sandwell Leisure Trust. Possession of Swim21 gives us discounts on the hire of facilities

- **Are parents more confident in the club**

The answer to this is not very clear. I remain unconvinced as in my opinion parents bring their families to us with one specific intent - to improve their ability to swim. The fact that we are Swim21 accredited is not, in my opinion, central to their thinking. Remember that parents in the first instance take their children to a local, known and convenient facility.

-What Swim21 does is ensures that we seek to clarify parental desire, swimmer need and facility provision and accessibility to bring about an acceptable and considered match where development is possible and reviewed and progress monitored.

-Parental confidence in Swim21 as a quality indicator only comes about as they learn within the Club and realise most situations and people are dealt with to ensure progress and development in a safe and caring environment. Later on they begin to consider positions and initiatives and ask questions about sustainability, delivery and performance outcomes.

- **Has it improved relationships with pool operators/access to pool time?**

-Relationships with our pool managers have always been good because we have worked on it as it is to our mutual advantage. Where Swim21 is useful is that it structures procedures and ensures that the pool managers work with us on the basis that they are positive poolside providers.

-Swim21 has done nothing for us in terms of ensuring we have pool time in-line with LTAD. Nor has it proved a tool by which we have been able to increase our pool time. Such initiatives only come where the Council and the Leisure Trust actively seek and support a single swimming pathway and have been instrumental in the creation of such.

- **Has it encouraged your club to work more closely with other local clubs?**

-The quick answer to this has to be “no.” The reason for this being that each club is a competitive club and has a long tradition of ensuring superiority. There is no way they are going to encourage members to transfer their allegiance and the financial well being of each club demands they maintain the status quo. Where each club has striven to ensure excellence it will do everything to maintain that difference and hence the isolationist tradition.

- **Revalidation process**

-The annual re-validation process is useful in that it ensures the annual action plan is reviewed and developed.

-This part of the process ensures that the membership in general and the management group in particular have to evaluate their position and create new and relevant options for growth and development.

-The re-validation process means that Action Plans have to be provided for and judged by an independent figure within the ASA who has that specific responsibility.

- **Are the expectations of re-accreditation realistic and achievable?**

-The expectations of re-accreditation are both realistic and achievable if all the issues of the previous four years have been successfully monitored, reviewed and addressed.

-The difficulty with Swim21 comes with the ASA seeking to superimpose a business regime which uses baseline monitoring, monitor's progress and performance indicators in a setting totally dependant on volunteers who have to generate income and ensure that there are the appropriate opportunities available for continuous professional, swimmer and volunteer, development

-The rewards that come from the ASA as a result a club achieving Swim21 status and maintaining that position are insignificant and an insult to the volunteer hours that are put in to ensure continuous progress and excellence.

- **Bracknell and Wokingham SC**

- **Main Benefits of Swim 21**

-Audit stage helps to identify where we are, what we are currently doing and what we need to do, acting as a diagnostic tool, leading to improvements.

-Increased funding from Sport England and there active sports program.

-Closer relationship with our Regional Development officer

-Has bought the club closer together, working towards the same goal.

- **Are parents more confident in the club**

Yes, as they see the certificates when they visit our club, and know that we meet all 4 of Swim 21 disciplines.

- **And do parents/athletes recognise the improvements?**

-Yes, as we are starting to make further improvements to meet the re-accreditation standard, keeping up to date with all the new procedures and processes required.

- **Has it improved relationships with pool operators/access to pool time?**

-Yes, as since we were one of the first clubs in England to become Swim 21 accredited, we have increased the number of pools we use for training and competitions.

-As we use two leisure centre's, as well as Sandhurst and Minley which are located on Ministry of Defense establishments. This is a special relationship and we are very grateful to be able to use these pools, with we feel Swim 21 playing a part in the establishment of this relationship.

- **Has it encouraged your club to work more closely with other local clubs?**

-Yes, as due to our increased numbers and group training sessions we run, we have started to work with other clubs (feeder clubs) to manage our squad sizes.

- **Revalidation process**

-It is achievable as long as you are abreast of future changes in the discipline and if the issues of all 4 disciplines have been successfully monitored, and addressed successfully.

- **Middlesborough ASC**

- **Main Benefits of Swim 21**

-Professional set up of qualified coaches, teachers, and volunteers, who have worked hard, thanks to Swim 21 to achieve their qualifications.

-Ensures athlete development from beginners to high performers.

Financial support from the ASA

- **Are parents more confident in the club**

-Yes, as it demonstrates that we take our responsibilities seriously.

- **And do parents/athletes recognise the improvements?**

-Hard to recognise improvements as a lot of them are at committee level or are invisible to general parents, but athletes recognise them. As they have increased training hours, more qualified coaches and teachers, as well as individual training programs in place to ensure they reach their full potential.

- **Has it improved relationships with pool operators/access to pool time?**

-Yes, we have a great relationship with Middlesborough council, perhaps due to the fact that we are the first club in the country to achieve all 4 levels of the new Swim 21 accreditation. Ensuring we have regular pool time at 3 local leisure centres.

- **Has it encouraged your club to work more closely with other local clubs?**

-No, as we are an independent club and have been since our formation in 1886.

- **Revalidation process**

-It is realistic and achievable as we have already achieved all four levels of the new Swim 21 accreditation as of July 2007, demonstrating to the ASA improvements in our infrastructure, from beginners to elite. But it wasn't an easy task, only achieved as a result of all the hard work put in by our club volunteers

- **Thurrock Swimming Club**

- **Main Benefits of Swim 21**

-Not that many

-Increased procedures making us a more professional club, but perhaps a bit over bureaucratic and inflexible.

-Up to date qualified coaches, teachers and volunteers

- **Are parents more confident in the club**

-No, as the majorities are unaware of what Swim 21 is, and what it means.

- **And do parents/athletes recognise the improvements?**

-No, as the improvements are mainly backroom changes, but athletes should, due to the improvements in training and coaching sessions.

- **Has it improved relationships with pool operators/access to pool time?**

-No, our relationship with Blackshots swimming pool was already established before Swim 21 accreditation, but since becoming Swim 21 accredited there is the opportunity of funding from the ASA, increasing the amount of pool time we can afford.

- **Has it encouraged your club to work more closely with other local clubs?**

-No

- **Revalidation process**

-Required, but it's a very time consuming and slow process, which would be easier if the ASA provided us with more support.

Plus we feel that the ASA should encourage more links between Swim 21 clubs, so that we can assist each other in on-going development and implementation of Swim 21, such as the action plans.

- **Tyldesley**

- **Main Benefits of Swim 21**

-Did nothing, we were the first club in our region to get Swim 21, but it has had no real benefits in funding, water time, or cheaper water time.

-New model is similar, easier to fill in with the increase in tick sheets, it has raised the bar, but we feel it's still not good enough.

- **Are parents more confident in the club**

-Yes, have to have it, as there our 6 clubs in a small radius all with Swim 21.

- **Do parents/athletes recognise the improvements?**

-Yes

- **Has it improved relationships with pool operators/access to pool time?**

-No, not at all.

- **Has it encouraged your club to work more closely with other local clubs?**

-Yes, but we worked closely with other clubs before we were Swim 21 accredited, as we act as a new development 'starter' group, with the aim of our swimmers moving on to larger clubs, with Tyldesley acting as a 'feeder club'

- **Revalidation process**

-New Swim 21 model requires a competitive start award, requiring guidelines with regard to diving in shallow water. However, this isn't allowed by our local authority, with them disagreeing with Swim 21 procedures (Mismatch).

-Not realistic, as Swim 21 requires teachers/coaches and volunteers to be regularly CRB checked, which is understandable, but it also requires them to undertake a child protection course, but there is not enough of these courses in England being provided by the ASA. Thus we have to run them ourselves, not

the ASA, it's our responsibility, and I have spoke to Josie Grange, another RDO, and it is the same for her region.

- **Corsham ASC**

- **Main Benefits of Swim 21**

-Swim 21 is all about good practice, this has materialized into success at Corsham, due to the hours of hard work and dedication put in by our committee, volunteers, teachers and coaches.

-The benefits we have received since being Swim 21 accredited our;

- Increased pool time
- Better relationship with Springfield leisure centre
- More qualified volunteers, leading to better procedures with regard to child safety, training and the future of Corsham Amateur Swimming Club.

- **Are parents more confident in the club**

-Yes due to the increased procedures we have, making us into a more professional club.

- **Do parents/athletes recognise the improvements?**

-Would like to think so, but Swim 21 makes no large changes, it's mainly committee level improvements and other improvements that are largely invisible to general swimming club members.

-Parents that also volunteer, or are involved in the club in some way, tend to recognise the improvements made as a result of Swim 21. Athletes recognise the improvements as they receive elite coaching from qualified coaches and teachers, as well as having their own training program.

- **Has it improved relationships with pool operators/access to pool time?**

-Yes, we have a good relationship with Springfield leisure centre, as well as with Bath University, with structured, fixed weekly training sessions, with different sessions focusing on;

- learners
- juniors
- seniors
- adults and masters

- **Has it encouraged your club to work more closely with other local clubs?**

-Not really as they're our competition, but we do have feeder clubs, and close links with Bath University.

- **Revalidation process**

-Hard work, time consuming, but needs to be done to maintain Swim 21 accreditation, which we feel is important, developing swimming in England, especially with the 2012 Olympic games fast approaching, 'Development is key'.

Clubs that have been through Swim 21 and are not re-accrediting.

- **Stourbridge SC**

- **What did you find were the main benefits of Swim 21?**

-Helped develop swimmers from 'learn to swim' up to national level, through increasing the number of qualified coaches, teachers and volunteers, and adding a structured weekly training schedule as we now have;

- 6 club sessions a week
- Complex training program, including land training and nutrition.
- Plus it enabled us to establish an elite coaching program for a select few.
- Increased pool time
- Improved relations with pool providers, especially Dudley and Stourbridge leisure centre.

- **Was it worthwhile?**

-Yes

- **Why are you not re-accrediting with swim 21?**

-Because we feel we have learnt enough from the last 4 years of being Swim 21 accredited, and will continue to improve and develop our club and athletes, without needing to be Swim 21 accredited.

-Also we are still using an action plan, but our own individual one, as we felt Swim 21 restricted us as a club, due to its inflexible nature, with all the paper work and procedures you had to comply to.

-Plus Swim 21 was very demanding with regard to volunteer hours needed and the escalating costs involved in maintaining Swim 21.

-Finally we feel the ASA could have supported us more during our time with Swim 21.

- **Do you feel the ASA did enough, to help, support you? And if not what could they have done?**

-No, we feel they could of;

- Made the action plan less prescriptive and less time consuming, making it more user friendly.
- Increased the amount of contact between club, and the regional development officer, as well as the ASA, or even appoint a team of Swim 21 staff, responsible for liaising and advising clubs according to each clubs individual circumstances.
- More advice on how to access sources of funding.

- Does your pool provider request that the club has accreditation status or not?

-No.

- **Clubs that are working towards Swim 21 for the first time.**

- **Hucknall Water Polo**

- **Why are you working towards Swim 21**

-As it promotes the club as a whole, hopefully leading to new members, better water polo performances, increased procedures in training and coaching.
-Resulting in an all round more professional club.

- **Do you feel the process is achievable?**

-Yes, but it is very time consuming, with regard to volunteers hours, the paperwork involved, and the implementation of the action plan.
-Hopefully the rewards of being Swim 21 accredited will be worth all this hard work and effort.

- **Does it encourage improvement?**

-To date we have seen improvements in our committee structure, and how its run, as well as communication improvements between our committee and coaches/teachers. Increasing training times, and improving our athlete's lifestyle management.

- **What do you feel will be the main benefits of getting the Swim 21 status?**

-Hopefully a more professionally run club, with higher quality swimmers.
-Increased financial aid, such as lottery grants, and financial concessions, such as discounts on the hiring cost of facilities.

- **Have you been influenced by other clubs who have achieved Swim 21 status?**

-Not so much by other water polo clubs, as Swim 21 isn't that common yet for water polo clubs, but we can see the large increase in the number of Swim 21 accredited swimming clubs, so therefore we have been influenced by these clubs. As it must be beneficial if all these clubs are seeking accreditation.

- **Haringey Swimming Club**

- **Why are you working towards Swim 21**

-Seems the 'in thing' to be doing, as it increases the professionalism of the club, promotes our club in a positive way and ensures the correct procedures are in place, and being met to ensure excellence.

- **Do you feel the process is achievable?**

-Questionable, as we are a voluntary run club and the process seems to be very slow moving and time consuming.
-Also it's highly demanding on our volunteers, who are reluctant to give up any more hours to us, and we (the committee) feel they shouldn't have to.

- **Does it encourage improvement?**

-Yes, that is if you read the fact file the ASA send you when you apply to be a Swim 21 club. But it's hard to say whether it encourages improvement as we are still working towards it, but so far I have seen improvements at committee level, with regard to communication, and the implementation of committee raised issue's. As well as increased pool time, due to improved communication with our pool provider.

- **What do you feel will be the main benefits of getting the Swim 21 status?**

-Increased communication

-Increased pool time, as well as relations with the pool provider.

-Hopefully in the long term, improved swimming performances and results, raising Haringey's profile.

- **Have you been influenced by other clubs who have achieved Swim 21 status?**

-Of course, as in all sectors and markets, you have to keep up to date with what the competition is doing.

- **City of Hereford Swimming Club**

- **Why are you working towards Swim 21**

I think it is something the club has aimed to do for a long time. The only reason we have not got as far as we are now in the past is because the instructions for the audit stage get mixed up with the description of the rest of the process. This means that myself and every one before me tried to assemble the evidence pack at the audit stage.

I suppose there are a number of reasons for wanting it:

- status
- it promotes the club
- it allows access to funding

It would be nice to think that we also want it because it helps to run the club better - but in some ways it appears to lack a degree of flexibility that allows clubs a certain amount of individuality and respects the fact that different clubs are set up in different ways with different constraints.

- **Do you feel the process is achievable?**

-Yes the process is achievable - there are some obstacles (like CPT) that mean we can not be accredited until they have been overcome and it is difficult to find a way to overcome these when the organisation is self funding - but we will achieve the aim of accreditation I believe.

- **Does it encourage improvement?**

Yes - it ensures that a more broad communication takes place within clubs and that the management of clubs achieves a certain standard.

- **What do you feel will be the main benefits of getting the Swim 21 status?**

-The same things I mentioned above - i.e. our reasons for wanting join- perhaps one concern is will it actually mean we turn out higher quality swimmers? The system seems to work on the basis of qualifications and not experience or past performance of coaches. I am a great believer in experience.

- **Have you been influenced by other clubs who have achieved Swim 21 status?**

- Naturally we do not want to be left behind.

- **Winchester Penguins**

- **Why are you working towards Swim 21**

-With Swim 21's increased popularity over the last 3 years, we felt that without Swim 21 we would be left behind, with our club suffering as a result, in the competitive Southern Counties region.

-And with Swim 21 accreditation, we will be more likely to achieve our long term aim, to be a top club in Hampshire and to place swimmers on the national team.

- **Do you feel the process is achievable?**

-Yes, as over 350 swimming clubs have already achieved the standard. However changes have been very slow to implement, and the action plan has just added to an already established list of areas for development.

-Also it is very time consuming in terms of finding time to complete paperwork and for staff and volunteers to find the time to go on the compulsory courses.

- **Does it encourage improvement?**

-Yes, the audit and action plan clearly raise awareness in what works, and what needs to be done to improve our club.

- **What do you feel will be the main benefits of getting the Swim 21 status?**

-In becoming a Swim 21 club, we hope to form closer links with local schools and colleges, and to introduce as many children as possible to the fun and excitement of competitive swimming.

-Also improving links with the local authority, disables swimming clubs and the local leisure centre. As well as increasing the number of pool hours per week, led by a head coach.

- **Have you been influenced by other clubs who have achieved Swim 21 status?**

-Yes, as we thought we were beginning to get left behind, and feared other local clubs with Swim 21 status would both take some of our athletes and achieve better results than us.

- **City of Leeds Swimming club**

- **Why are you working towards Swim 21**

-To keep up to date with changes in British swimming, and to reinforce the fact that the City of Leeds swimming club is one of Britain's most successful swimming club.

- **Do you feel the process is achievable?**

-For a club of our size it should be achievable, as long as we commit the ideas and solutions raised in the audit to the action plan, showing full commitment to the Swim 21 process.

-However it does seem to be over bureaucratic and thus not very user friendly for volunteers, who are meant to operate the process.

- **Does it encourage improvement?**

-Yes, as with regard to swimming development, it will hopefully lead to the recruitment of new swimmers, as well as providing a structured training program, a recognizable pathway into international competition and lead to a full competitive program.

- **What do you feel will be the main benefits of getting the Swim 21 status?**

-Hopefully lead to increased funding to subsidize travel and competition expenses for swimmers, as well as creating links with physiotherapy and massage specialists, plus sports science professionals, with the overall aim of improving swimmers performances.

-Other benefits will hopefully be improved communication at committee level, and improved links with the Leeds City Council, and improved liaisons with other local swimming clubs in order to maximize all opportunities for the development of swimmers, teachers and officers.

- **Have you been influenced by other clubs who have achieved Swim 21 status?**

-Yes, as we were beginning to lose members to other clubs who were already Swim 21 accredited and, who were already receiving some of the benefits of Swim 21.

- **Epping Forest and District**

- **Why are you working towards Swim 21**

-As our aim is to provide the opportunity for young people to achieve their potential in competitive swimming. Thus Swim 21 accreditation can only help us in achieving this, as it will enable us to look at what we are doing, if this is right or wrong and how to improve our club.

- **Do you feel the process is achievable?**

-Yes, slowly but surely we are completing our action plans, improving EFDSC club as a whole. However it is a very time consuming process, requiring patience and teamwork from everyone involved at the club.

- **Does it encourage improvement?**

Yes, as the audit stage helps identify what needs to be done to improve our club, with the action planning stage implementing these improvements.

- **What do you feel will be the main benefits of getting the Swim 21 status?**

-Improved relations and links with the ASA and our regional development officer.
-Increased access to funding.
-More qualified coaches, teachers and volunteers ensuring our members achieve their potential.

- **Have you been influenced by other clubs who have achieved Swim 21 status?**

-Yes, as we are aware of the fact that other clubs are either working towards Swim 21 or are already Swim 21 accredited. However we aren't just working towards Swim 21 because other local clubs are, we are working towards it because we feel it will benefit our club and our athletes.

- **Wareham and District SC**

- **Why are you working towards Swim 21**

As it helps swimmers achieve their full potential, and our club receives national recognition, enhanced access to various sources of funding and it will hopefully spread the clubs workload more efficiently.

- **Do you feel the process is achievable?**

-Yes, we are slowly working towards it, but we also have other commitments at the same time.

- **Does it encourage improvement?**

-Hard to say yet, as we are only at the early stages of accreditation, but we are already seeing improvements in our committee structure and coaching.

- **What do you feel will be the main benefits of getting the Swim 21 status?**
 - Hopefully a more manageable and easier to run club.
 - Increased pool times, and increased access to funding.
 - More qualified teachers and coaches.
 - Improved swimming performances by our members
 - Enhanced image of our club in the South Western swimming region
 - Hopefully more members and more parental support and involvement.

- **Have you been influenced by other clubs who have achieved Swim 21 status?**
 - No, our committee decided it would be the right step to develop our club.

- **Clubs that are not engaged with Swim 21 at all.**

- **Bircotes Penguins**

- **Have you heard of Swim 21?**

-Yes.

- **Why are you not working towards it?**

-As we are not a very big club, with few full time volunteers, thus we haven't got enough time to implement it, as we are already busy enough, with the current forms, and procedures that need to be carried out. This is without the added paperwork and time demanded by Swim 21.

- **Why doesn't it interest you?**

-It does, but we don't think it's feasible for a voluntary club of our size, in our current situation.

-However the new Swim 21 model launched in 2006 is meant to be better, as it makes use of more tick sheets, making it less time consuming. Plus the ASA are providing more training courses such as child protection, but currently we still feel it's not enough for us to engage in Swim 21 yet.

- **Are you aware of some of the benefits from undertaking Swim 21?**

-Yes, and we do feel it's a good initiative, as development is important for the future of swimming, but speaking to other clubs, it has made 'no radical changes to them'.

- **What would encourage you to undertake it?**

-ASA providing more trainers/instructors to run courses such as child protection, so all our volunteers complies with Swim 21, as if not, we won't be able to achieve the Swim 21 standard anyway.

-Thus as a result of the point above, a shorter implementation time.

- **Westminster Swimming Club**

- **Have you heard of Swim 21?**

-Yes

- **Why are you not working towards it?**

-As currently we have a lack of time and volunteer resources, and if we were Swim 21 accredited, we would have even less time to devote to our swimmers, than we currently have.

-Also because Swim 21 introduces a ridiculous amount of processes and procedures.

- **Why doesn't it interest you?**

-As we don't think we can feasibly introduce Swim 21 currently.

- **Are you aware of some of the benefits from undertaking Swim 21?**

-Yes, and it's something we aim for in the future.

- **What would encourage you to undertake it?**

-I would like to see the entire admin process divided up into smaller sub-sections, making the process less daunting and time consuming.

-As well as greater support with regard to volunteers, coaches and teachers getting the relevant qualifications, and going on the needed courses that need to be done/attended for Swim 21 accreditation.

- **Camp Hill Edwardians**

- **Have you heard of Swim 21?**

-Yes

- **Why are you not working towards it?**

-Didn't feel the need for Swim 21 at this current period of time, as we are a voluntary club, which has been run in this way successfully since the 1950's. Therefore we don't feel the need to become more professionally run, as we feel it would remove some of the history and individuality from us, which is very important to us, and has developed since our founder Gerry Thain established control in 1956.

- **Why doesn't it interest you?**

We feel it doesn't seem to have swimmers development as its main priority, instead it's being driven by Sport England, trying to make the ASA look more adaptive and professional.

- **Are you aware of some of the benefits from undertaking Swim 21?**

Yes, and we feel we have achieved these already, and will continue to achieve these in the coming years without having to undertake Swim 21.

- **What would encourage you to undertake it?**

-More visible benefits of Swim 21, with regard to swimmers, as they should be the priority with regard to development.

-Less paperwork, and more support and funding for the required extra work and dedication needed to achieve Swim 21.

- **West Wight**

- **Have you heard of Swim 21?**

Yes

- **Why are you not working towards it?**

-As we are a small club, and we feel we already have a good professional structure in place, providing swimming for all kinds of people from beginners, and elite swimmers to disabled athletes. Thus we feel we provide enough to ensure athlete development, without having to become Swim 21 accredited.

- **Why doesn't it interest you?**

As we feel the benefits won't outweigh the costs of becoming Swim 21 accredited.

- **Are you aware of some of the benefits from undertaking Swim 21?**

Yes we are, but we are also aware of how much hard work it is to get these benefits, and how many volunteer hours have to be put in to achieve them.

- **What would encourage you to undertake it?**

-More help and support from the ASA.

-A quicker, less time consuming process.

-Increased courses run by the ASA, such as child protection, and more advice to clubs on how they can access sources of funding.

- **Consett ASC**

- **Have you heard of Swim 21?**

Yes we have heard of Swim 21.

- **Why are you not working towards it?**

We are working towards it- but slowly.

- **Why doesn't it interest you?**

It does interest us, just not a priority

- **Are you aware of some of the benefits from undertaking Swim 21?**

A lot of the benefits are for professional organisations. Are you aware of the time costs!

- **What would encourage you to undertake it?**

We are interested and are formalising procedures etc. but doing it gradually as relevant procedures arise. This is being done with a view that a final 'push' can

be made to complete. Completing the entire admin in one go is too daunting for a voluntary club.

In explanation, we are a swimming club that pays for pool time and gets no help from anyone. We currently have approx 300 members pay around £20k pool hire, £4k registrations and nothing to any coaches, teachers or helpers. Getting volunteers to engage in significant additional quality control admin is not an easy task. It does not directly benefit the swimmers, which is the whole purpose of our club. We are therefore formalising procedures etc. as they arise in Committee, giving them true relevance, and gradually preparing for Swim 21 accreditation in the medium term. We also have had meetings with regional development officers to discuss the way forward. Hopefully this explains some of the issues and helps you to understand that we are not dismissing Swim 21, we are just refusing to devote vast amounts of time in a short period to what is an admin function with only indirect benefits.

- **Romiley Marine Swimming Club**

- **Have you heard of Swim 21?**

-Yes.

- **Why are you not working towards it?**

-As a club that is run by volunteers for the benefit of the swimmers, there is an on-going pressure on volunteer resources. This means that you have to direct those resources there where the club management feels it benefits its swimmers most. Over the past number of years there has been a ridiculous and unacceptable increase in processes, procedures, admin, vetting, mandatory (non-core) courses (child protection, H&S etc) heaped upon volunteers. This makes it already harder to recruit and retain volunteers, the life blood of an organisation like ours.

- **Why doesn't it interest you?**

Despite the best intentions of the ASA, I still completely fail to see how our swimmers benefit from Swim 21. My view of Swim 21 has been strengthened by many discussions with other clubs who by and large have admitted that it does place an ever increasing admin burden on clubs and there was no benefit to the teaching or coaching of the swimmers which I regard as core business of a swimming club.

- **Are you aware of some of the benefits from undertaking Swim 21?**

I am indeed. And frankly I see no real benefit for our club. I do however see the benefits for the ASA. It is mainly about being able to demonstrate a level of 'professionalism' amongst the grass roots of swimming including a large registered membership. This in turn benefits the ASA as an organisation with it being able to ask for and receive a large slice of Sports England funding. And I

could see the sense in this for a grass roots club if we received tangible benefits from the ASA but sadly no. We see most ASA funding benefit 'elite' swimming and the clubs used as a way of funding this.

- **What would encourage you to undertake it?**

Not sure but it would have to start by clubs seeing a real and genuine benefit. I do not mean the odd free training course about child protection or such like. Also, if Swim 21 had some aspects that would help swimmers by learning to swim better/faster/enjoy it more/etc I would look upon it more favorably but as I stated above, I can only see the admin burden of achieving accreditation and an on-going effort retaining it.

- **Malborough Penguins**
- **Have you heard of Swim 21?**

-Yes

- **Why are you not working towards it?**

We are trying, but our RDO, and the ASA aren't helping us in anyway, due to bad communication.

- **Why doesn't it interest you?**

Hard to see any benefits that Swim 21 has for swimmers, who are the most important thing to us, and the new procedures that Swim 21 introduces aren't our priority.

Other clubs have told us it's expensive, and places a huge admin burden on the club, which we feel will not be beneficial to our club, swimmers and coaches.

- **Are you aware of some of the benefits from undertaking Swim 21?**

Yes, but do they really benefit swimming clubs? However it does make the Amateur Swimming Association look more professional, but in respect of swimming clubs it just increases the amount of procedures we have to go through, slowing down decision making, and reduces flexibility.

- **What would encourage you to undertake it?**

Publication of real genuine benefits of Swim 21, and changes in the process, making it less time consuming, and reducing volunteers workload, as Swim 21 can disc-encourage volunteers.