



YMLAEN[®]

OUR STRATEGY FOR AQUATICS IN WALES

2023



SWIM WALES
NOFIO CYMRU



SWIM WALES IS PROUD TO LAUNCH A NEW 3 YEAR STRATEGY THAT SEES THE GOVERNING BODY FOR AQUATICS IN WALES SHARE ITS PURPOSE-LED AMBITION FOR THE SPORT, TO BUILD ON THE MOMENTUM THE SPORT HAS SEEN IN RECENT YEARS AND *TAKE IT TO NEW HEIGHTS FOR THE YEARS AHEAD.*

Our YMLAEN strategy outlines the intention to accelerate the development and growth of our aquatic activities and sports at every level in Wales, from foundation level through grassroots and participation and onto our elite national teams, elevating the visibility of the sport and leading a movement to impact lives on and beyond the pool, lake or reservoir.

At the heart of its purpose, Swim Wales, with its proud and diverse foundations, will remain dedicated to increasing opportunities for Welsh children and adults to enjoy, participate, learn and compete in Welsh Aquatics. As a priority, we will continue to maintain our uniquely equal gender participation and address the inclusion of diverse communities and ensure that we have

AQUATICS FOR EVERYONE FOR LIFE.

This will be underpinned by decades of engaging with and delivering aquatics for our Welsh communities, the organisation pledges to understand, support everyone at every life stage and every age.

The organisation is also committed to opening up our sport to new audiences in every community, so aquatics better represents the rich diversity of the country it proudly represents, and ensures that our activities and sports continue to evolve and adapt to thrive in the future, helping to create a truly inclusive sport for all where everyone can belong, flourish and soar.

The recent partnership announcement with Speedo, British Swimming & the home nations will help develop and grow our participation in our activities and sports, supports this commitment as Swim Wales pledges to

promote difference and embrace the opportunity to make the sport a possibility within everyone's reach.

Transforming aquatics for children and young people is a strategic priority to protect the future of the sport – swimming is a life skill, the only sport that can save your life. Working with schools and policy makers to extend physical literacy and water competence, and after the school day with a focus on specific provision on learning to swim will pave the way for greater accessibility, community participation and reduced drowning.



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THE ORGANISATION WILL ACCELERATE THE EXPANSION OF ITS SPLASH & BUBBLES PROGRAMME FOR YOUNG CHILDREN, WHILST SUPPORTING TEENS AND YOUNG WOMEN IN PARTICULAR TO STAY IN OUR SPORT AND TO *KEEP THEM PHYSICALLY ACTIVE AND ENJOYING AQUATICS FOR LIFE.*

Our elite sport is in focus too, with the ambition for our elite squads to be the most successful home nation programme supporting our national teams to consistently win on the world stage. We will continue to ensure we have an outstanding talent pathway in place to fuel sustainable successes in and out of the pool, and we will set new standards for the 5 funded aquatic disciplines.

The commercialisation of our sport over the next decade is a priority, focusing on growing world-leading international and domestic competitions and events, and creating more careers in the sport for our young & talented Welsh athletes.

Grounded in feedback from the aquatic family, with over 10,000+ members and stakeholders consulted as part of the strategic process to understand what they wanted aquatics to 'look like' in 2026, the plan is aspirational and ambitious and sees the organisation pledge to continue to be a pathfinder for our sport as it embarks on its new journey.

To help realise the purpose there are 6 key 'blocks' in the YMLAEN strategy, underpinned by 20+ 'objectives' that will bring our strategy to life. Swim Wales have 4 core values that will provide a 'moral compass' to hold the organisation true to its purpose, and help guide the workforce, volunteer community, partners and wider aquatic family on the journey.

The YMLAEN strategy is supported by a fresh new look for Swim Wales, with a new brand identity and logo. Inspired by insights and feedback from the aquatic family and beyond, Swim Wales has created a confident yet friendly brand identity to dress them for their journey ahead.



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“THIS IS AN VERY EXCITING POINT IN TIME FOR THE ORGANISATION AS WE LAUNCH OUR NEW 3 YEAR STRATEGY WHICH IS DRIVEN BY A CLEAR AND UNWAVERING PURPOSE TO INSPIRE GROWTH ACROSS THE WHOLE SPORT.

- Fergus Feeney, CEO of Swim Wales

“As we emerge from the last few challenging years, and on the back of our most successful Olympic Games in over 100 years and the record breaking results at The Commonwealth Games in Birmingham last summer, we face a year like no other for aquatics in Wales. We are experiencing the challenges of a global energy crisis as we begin to accelerate this ambitious and transformational plan for the sport for 2026 and beyond.

“It is our goal that by 2026 aquatics in Wales will offer a true active journey for life, with an inclusive offer for all communities supported at every life stage and every life age, to be the sport of choice for everyone for years to come.

“We also want to see the professional environments and structures in place in the elite game to top the world rankings in every sense and provide many more careers in the sport.

“We have taken learnings from the last decade to inform the next, and I want to thank the aquatic family for helping to co-create our mission, with each and every element of the YMLAEN strategy rooted in feedback and insight from our communities.

“As an organisation we are setting out on a journey to realise our goals and continue to reimagine and reinvent ourselves to stay relevant to communities, connecting with our audiences more powerfully than ever before, to grow and develop our sport at all levels for years to come.”

WE HOPE YOU ENJOY READING THIS STRATEGY DOCUMENT AND THANK YOU FOR PLAYING YOUR PART IN IT!



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OUR APPROACH

ONE VISION

ONE MISSION

SIX STRATEGIC 'BLOCKS'

- 1 - AQUATICS
- 2 - ELITE PERFORMANCE
- 3 - GOVERNANCE
- 4 - COMMERCIAL
- 5 - SECTOR LEADERSHIP
- 6 - EDUCATION & HEALTH

250+ SECTOR DELIVERY PARTNERS

- 22 LOCAL AUTHORITIES
- 11 LEISURE TRUST
- 6 OPERATORS
- 70+ CLUBS

**500,000 WELSH ADULTS
& CHILDREN AQUATICALLY ACTIVE**

**VISION FOR SPORT IN WALES
WELLBEING OF FUTURE GENERATIONS ACT**

PROGRAMME FOR GOVERNMENT IN WALES



OUR VISION

AQUATICS FOR EVERYONE FOR LIFE

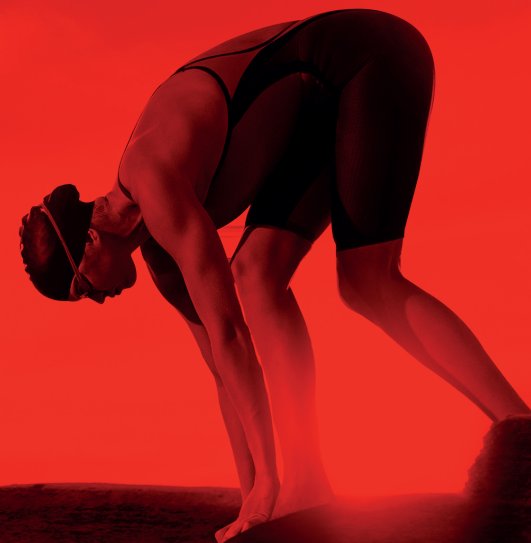
Our organisation is fully committed to opening up our activities and sports to new audiences in every community, so aquatics better represents the rich diversity of Wales. We will ensure that our activities and sports continue to evolve and adapt to thrive in the future, helping to create a truly inclusive pathway for all where everyone can belong, flourish and soar.



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OUR MISSION

A WORLD LEADING NGB DELIVERING
EXCELLENCE, INSPIRING OUR NATION
TO ENJOY, PARTICIPATE, LEARN &
COMPETE IN **WELSH AQUATICS**



It is our goal that by 2026 aquatics in Wales will offer a true active journey for life, with an offer for all communities supported at every life stage and every life age, to be the activity or sport of choice for everyone, for years to come.



SWIM WALES
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OUR DELIVERY

500,000

Welsh adults & children Aquatically active

350,000+

Adults Aquatically Active

3500

Volunteers & Officials

500

Aquatic Facilities

300+

Aquatic Operators / Partners

127

Swim Schools

70+

Aquatic Clubs

15+

Development & Operational Teams

1

Senior Management Team

1

CEO

1

Board

#ONETEAM



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OUR VALUES

COLLABORATION

We will reach out to many different groups, partners & individuals to ensure that everyone feels included in our sport. We will build new relationships and we will nurture existing ones to support good ideas and progress and preserve our sport.

PASSION

We will be passionate in everything we do. We believe that our activities and sports can help people & change lives for the better. We will support an amazing aquatics workforce & volunteers to ensure that they feel part of the aquatic family. Our passion will inspire people all over the world.

AMBITION

We will be ambitious in everything we do, pushing ourselves and our sport to always do well. We will ensure that our reputation of 'doing a lot, with a little' and punching above our weight on the international stage lives long into the future.

INNOVATION

We will be innovative by creating new ways of engaging with our audiences and Membership. We will use new ways of communication make a step change in digital ensuring that technology is maximised in our business.



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OUR AQUATIC LIFE JOURNEY



BUBBLES
0 - 3YRS



WAVES / NOFIO YSGOL
5 - 11YRS

YOUTH TO ADULT LTS
16+YRS

0 YRS 100+ YRS

SPLASH
3 - 5YRS



ACTIVE START

CLUBS / ACADEMY
11 - 17YRS

SOCIAL ♦ RECREATIONAL ♦ TEACHER ♦ COACH
LIFEGUARD ♦ VOLUNTEER ♦ SUPPORTER

♦ OPEN WATER

♦ DIVING

♦ ARTISTIC SWIMMING

♦ MASTERS

♦ WATER POLO



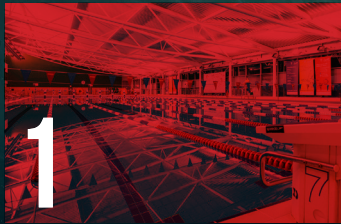
AQUATIC SPORTS & DEVELOPMENT PATHWAYS



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OUR STRATEGIC BLOCKS



1

AQUATICS

- ◆ Membership Management
- ◆ Events & Competitions
- ◆ Aquatic Sports
- ◆ Learn to Swim
- ◆ Water Safety
- ◆ School Swimming
- ◆ Aquatic Partners
- ◆ Participation & Pathway
- ◆ Accreditation Programme
- ◆ Facilities Strategy



2

PERFORMANCE

- ◆ National Squad(s)
- ◆ Squad Selection
- ◆ National Performance Programme
- ◆ Sport Science / Medicine
- ◆ Research & Academic Partnerships
- ◆ Para Swimming
- ◆ British/GB Programme



3

COMMERCIAL

- ◆ Sponsorship
- ◆ Training & Development
- ◆ Merchandising
- ◆ Awards & Badges
- ◆ Strategic Partnerships
- ◆ Ecommerce & Digital
- ◆ Brand & Marketing



4

GOVERNANCE

- ◆ Policies & Procedures
- ◆ Safeguarding
- ◆ Welfare
- ◆ Equality, Diversity & Inclusion
- ◆ Data Protection & Management



5

SECTOR LEADERSHIP

- ◆ Equality, Diversity & Inclusion
- ◆ Participation
- ◆ Elite Sport
- ◆ Safeguarding
- ◆ Facility Protection
- ◆ Sustainability



6

EDUCATION & HEALTH

- ◆ Nofio Ysgol (School Swimming)
- ◆ Water Safety
- ◆ Learn to Swim
- ◆ Training & Development
- ◆ Physical Health
- ◆ Mental Health
- ◆ Health Partnerships



OUR STRATEGIC STREAMS

AQUATICS	PERFORMANCE	COMMERCIAL	GOVERNANCE	SECTOR LEADERSHIP	EDUCATION & HEALTH
●	●	●	ED&I	●	●
●	●	●	PEOPLE	●	●
●	●	●	PROCESSES	●	●
●	●	●	DIGITAL	●	●
●	●	●	DATA	●	●
●	●	●	SUSTAINABILITY ZERO CARBON 2030	●	●

STRATEGIC WORK STREAM

STRATEGIC BLOCKS

● ● ● SIZE OF PROJECT / INTERVENTION

OUR ENABLERS

PARTNER RELATIONSHIPS

INCOME GENERATION

SUSTAINABILITY — NET ZERO

CONTINUOUS IMPROVEMENT

DATA, INSIGHT AND RESEARCH

PEOPLE DEVELOPMENT (HOLISTIC WORKFORCE & VOLUNTEERS)

GOOD GOVERNANCE

WELSH LANGUAGE

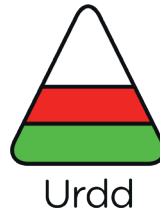
FIT FOR PURPOSE FACILITIES

SAFE SPORT



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OUR KEY PARTNERS



OUR OBJECTIVES 23

AQUATICS **PERFORMANCE** **COMMERCIAL** **GOVERNANCE**
SECTOR LEADERSHIP **EDUCATION & HEALTH** **EDI** **SAFEGUARDING**



- Introduce **INCLUSIVE PATHWAYS** across all aquatic activities and sports
- Implement **NOFIO YSGOL (SCHOOL SWIMMING)** improvement, with our partners Sport Policy Division and Dept. of Education

- Conduct a full **COMPETITION & EVENTS REVIEW** and implement changes
- Implement **NEW MEMBERSHIP GROWTH STRATEGY** across all categories



- Deliver a **PROGRESSIVE & INCLUSIVE NATIONAL SQUAD PROGRAMME**
- Implement our **FEMALE ELITE TRANSITION** project

- Deliver a Swim Wales **PERFORMANCE COACH DEVELOPMENT PATHWAY**



- Develop and market Swim Wales 2023 **SPONSORSHIP OFFERING**
- Secure a **NEW INTERNATIONAL BRAND** partner

- Increase the **DIVERSIFICATION OF SWIM WALES PRODUCTS**
- Launch **SPORT PASSPORT 2.0**



- Develop **AQUATIC LEADERSHIP SUPPORT PROGRAMME (Phase 1 Clubs)**
- Introduce a sustainable and **INCLUSIVE OPERATING MODEL** aligned to GLFW (Good Leadership Framework for Wales)

- Publish Swim Wales **TRANSGENDER POLICY**
- Implement **SPORT WALES GOVERNANCE RECOMMENDATIONS**



- Complete a **NATIONAL FACILITIES AUDIT** in 2023
- Complete the **ENERGY CONSUMPTION STUDY** for Welsh pools
- Create a **SUSTAINABILITY PLAN** to support aquatic partners
- Create **AQUA NET ZERO** Sustainability Plan at Swim Wales

- Maintain **L3 SAFEGUARDING IN SPORT** standard (Children in Sport)
- Deliver 'Best in Class' **GOVERNANCE AUDITS** (Independent & Sport Wales)
- Publish **DIGITAL STRATEGY** for Swim Wales



- Reinforce the **NHS WALES PARTNERSHIPS** (Post Cancer Care, MSK, VoG)
- Launch Swim Wales **MENTAL HEALTH STRATEGY** with partners
- Launch the **NATIONAL EDI TRAINING PROGRAMME**

- Implement **V2.0 NOFIO YSGOL (SCHOOL SWIMMING)** improvement, with our partners with Sport Policy Division and Dept. of Education
- **SAFE CYMRU** rollout across 5 partner sites in Wales



- Launch and implement our **NATIONAL EDI FRAMEWORK CYNNWYS**
- Establish **EDI AQUATIC NETWORK** and working groups

- Improve **YOUTH PANEL DIVERSITY**



- Participate in **ADULTS AT RISK SAFEGUARDING PILOT** in Wales
- Achieve foundation level **AAR SAFEGUARDING STANDARD**
- Deliver **AAR TRAINING** across our aquatic networks

- Maintain quarterly **WELFARE OFFICER FORUMS**
- Maintain **L3 SAFEGUARDING IN SPORT** standard (Children in Sport)
- Introduce **MY VOICE APP** to our aquatic audience



OUR OBJECTIVES 24

 **AQUATICS**  **PERFORMANCE**  **COMMERCIAL**  **GOVERNANCE**
 **SECTOR LEADERSHIP**  **EDUCATION & HEALTH**  **EDI**  **SAFEGUARDING**



- Create and launch a YOUTH AQUATICS LEADER programme
- ENHANCE AQUATIC PARTNER RELATIONSHIPS and identify new opportunities for collaboration



- Develop and deliver INCLUSIVE REGIONAL DEVELOPMENT PROGRAMMES
- Effectively UTILISE ACADEMIC PARTNERSHIPS to ensure a research led, innovative approach to the training of high performance swimmers and para swimmers



- Execute DIGITAL MARKETING CAMPAIGNS
- Secure a SECOND INTERNATIONAL BRAND PARTNER



- Develop AQUATIC LEADERSHIP SUPPORT PROGRAMME (Phase 2 LTS Providers)
- Full review SWIM WALES POLICIES & PROCEDURES (2 Years)



- Create FACILITIES INVESTMENT ROADMAP for Wales
- Establish External SUSTAINABILITY PARTNER NETWORK



- Establish GP REFERRAL AQUATICS SCHEME in Wales
- CYNNWYS Industry Award/Recognition



- Launch and implement our EDI EDUCATION SERIES across all aquatic communities and partners in 2024
- Improve DATA & INSIGHT and EDI MEASUREMENTS in Wales



- 2024 Review of Swim Wales CHILD SAFEGUARDING POLICY
- Maintain L3 SAFEGUARDING IN SPORT standard (Children in Sport)

- Implement ADDITIONAL MEMBERSHIP SYSTEM functionality

- Improve the REGIONAL & NATIONAL COMPETITION PATHWAY to ensure it better supports the principles of athlete development
- MAXIMISE WELSH REPRESENTATION in Paris 2024 GB Squad

- STRENGTHEN RELATIONSHIPS with current sponsors, and commercial partners

- Full INTERNAL GOVERNANCE AUDIT

- Create AQUA NET ZERO Sustainability Plan at Swim Wales
- Rollout Welfare Officer SAFEGUARDING EDUCATION PROGRAMME

- PUBLISH NATIONAL REPORT for V2.0 Nofio Ysgol (School Swimming)
- Implement improvements and recommendations for V2.0 NOFIO YSGOL (SCHOOL SWIMMING)
- SAFE CYMRU rollout across 10 partner sites in Wales

- Review WELFARE OFFICERS EDUCATION programme
- Maintain foundation level AAR SAFEGUARDING STANDARD



OUR OBJECTIVES 25

 **AQUATICS**  **PERFORMANCE**  **COMMERCIAL**  **GOVERNANCE**
 **SECTOR LEADERSHIP**  **EDUCATION & HEALTH**  **EDI**  **SAFEGUARDING**



- NEW MEMBERSHIP GROWTH – 10% Increase across all categories

- Increase the number of Swim Wales ACCREDITED LTS PROVIDERS in Wales by 50%



- Deliver an INCLUSIVE COACH DEVELOPMENT PATHWAY at Swim Wales
- Establish a WORLD CLASS SPORT SCIENCE SUPPORT programme through effective collaboration with key partners

- Establish inclusive, innovative and THRIVING HIGH PERFORMANCE ENVIRONMENTS



- Diversify REVENUE STREAMS
- Introducing a THIRD INTERNATIONAL BRAND PARTNER

- E-COMMERCE maximisation



- Review AQUATIC LEADERSHIP SUPPORT PROGRAMME with partner consultation



- Complete a NATIONAL FACILITIES AUDIT in 2025

- Maximise DIGITAL PORTFOLIO across partner network



- Introduce ADDITIONAL NHS PARTNERSHIPS (Alzheimer's/Dementia, arthritis care)
- Review Swim Wales MENTAL HEALTH STRATEGY in Wales
- Review & refine the NATIONAL EDI TRAINING programme

- Implement improvements and recommendations for V2.0 NOFIO YSGOL (SCHOOL SWIMMING)
- Improvements in partnership with SPORTS POLICY Division and Dept. of Education



- Achieve the DSW INSPORT SILVER ACCREDITATION for Swim Wales
- Establish CONTINUOUS IMPROVEMENT SYSTEMS to monitor our community engagement

- Establish NATIONAL REVIEW across aquatic partners to measure progress (3 Years)



- 2025 Review of Swim Wales ADULT AT RISK POLICY
- Maintain L3 SAFEGUARDING IN SPORT standard (Children in Sport)

- Implement improvements re WELFARE OFFICERS EDUCATION programme
- Maintain foundation level AAR SAFEGUARDING STANDARD



OUR OUTCOMES

AQUATICS

- Aquatics will be the No.1 participation sport amongst children and adults in Wales.
- Swim Wales will have fully inclusive participation pathways across all aquatic disciplines in partnership with key stakeholders including our member clubs.
- Swim Wales will have a world class competition and events programme that meets the needs of aquatic athletes at all levels.
- Swim Wales will have a comprehensive and fully inclusive Learn to Swim programme across the whole of Wales.

PERFORMANCE

- Swim Wales will have produced more aquatic athletes who have the potential to be successful at European, Commonwealth, and World levels.
- Our World Class Programme will have well established & inclusive training environments that support the development of elite aquatic athletes.
- Swim Wales will have established high-quality coaching and sports science teams that can support aquatic athletes within the performance programme.

COMMERCIAL

- We will have developed a range of products that appeal to our diverse audiences and wide ranging target markets.
- Swim Wales will have produced a portfolio of professional services that will appeal to all of our customers and stakeholders.
- We will have multi-year sponsorship agreements with at least 3 international brands.
- We will have achieved a minimum satisfaction score of 80% in all appropriate customer service surveys.
- Swim Wales will have increased our commercial revenue to £1m (non-funding) for the first time.

GOVERNANCE

- Swim Wales will have world leading governance & compliance processes ensuring zero regulatory issues.
- We will continue to maintain a suite of first class policies and procedures that provide the basis for a strong governance structure across all Swim Wales activities.
- Aquatics will be recognised as the one of the safest activities and sports in Wales ensuring world class safeguarding and wellbeing procedures are in place for all aquatic participants.

SECTOR LEADERSHIP

- Swim Wales will be the loudest sector voice and investment champion for all aquatic facilities in Wales.
- We will be recognised as a leading partner to Sport Wales & Welsh Government and a key component of the Vision for Sport in Wales.
- Aquatics will be seen as the most inclusive activity & sport in Wales.

EDUCATION & HEALTH

- Aquatic activities and disciplines will be at the centre of Welsh public health services.
- Swim Wales will be the No.1 sport partner of choice for mental & physical health partners (Inc. NHS & National Referrals System).
- Young people will have access to opportunities through their school, college or university that supports the important role of aquatics as a life skill.



THANK YOU
DIOLCH

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NOFIO CYMRU

SWIM WALES
Wales National Pool
Swansea Bay Sports Park
SA2 8QG

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