



Lancing College



Appointment of
Swim School Manager

The College

At Lancing College, we believe that the most meaningful education is one that encourages pupils to think critically, act with integrity, and grow in all aspects of life. With a broad range of opportunities to explore their passions, challenge themselves, and engage with the world around them, our young people leave Lancing not only ready for the future but eager to shape it. It is this blend of strong academic foundations, personal growth, and a genuine sense of community that makes Lancing a truly special place to be.

Lancing, which is part of the Woodard Corporation (which now consists of 17 independent schools and 6 academies), stands in an impressive and spacious downland estate, which includes playing fields, residential properties, and an area managed as an educational farm. It is a stunningly beautiful place to live and work, and one where tradition and modernity sit comfortably side by side.

The College is friendly, ethical, vibrant, and outward-looking. We treat each other with respect, valuing diversity and rejecting discrimination. We are fully committed to creating and promoting a diverse and inclusive workforce that reflects both our local community and our cosmopolitan student body. Applications are welcome from all suitably qualified candidates regardless of age, race, disability, sex, gender reassignment, sexual orientation, religion or belief, pregnancy and maternity and marital status. We particularly encourage applications from under-represented groups. The distinguished Victorian buildings, including the spectacular Chapel (which was begun in 1868 and finished in 2021), are a familiar south coast landmark. The nineteenth century core has been complemented regularly by new buildings and extensions. The College recruits a 13+ (Year 9) entry of approximately 105 and an additional Sixth Form (Year 12) entry of about 50. There are ten houses (seven boarding houses, and three day houses). The latest inspection report can be found here: [ISI Report October 2023 | Lancing College | Independent Senior School & Sixth Form | Woodard | West Sussex | South of London](#)

The school roll currently stands at its largest for many years with over 600 pupils in the College. The senior school is 60% boarding pupils and 40% day pupils. The family of schools also has approximately 260 day pupils on roll at Lancing Prep at Hove, 195 day pupils on roll at Lancing Prep at Worthing and 145 day and boarding pupils on roll at Dorset House School. The College is fully co-ed and is around 55% boys and 45% girls.

Academic standards are consistently high: A* - B grades at A Level averaging circa 80% over the last decade.

Each year the College offers several academic scholarships and similar awards for Art, Design & Technology, Music, Drama and Sport as well as for All-rounders, all of which may be enhanced by means-tested bursaries.

The Head Master, Dr Scott Crawford, has been in post since August 2025.

The Bursar, Mr Mark Milling, has been in post since August 2013.

Swimming at Lancing

Lancing College delivers swimming lessons and training to Senior and Prep students. In addition to this, Lancing College also has its own highly successful Swim School, Lancing College Swim School (LCSS), and a competitive swimming club, Lancing College Swimming Club. Lancing College also provides lessons for schools in the local community, and the pool is often hired out for community use.

The Appointment

The Swim School Manager is responsible for the strategic development, commercial growth and day-to-day operation of the Swim School, which is the primary income generator for Swimming. The post holder will be responsible for increasing participation, maximising revenue, maintaining excellent customer retention and ensuring the highest standards of programme delivery.

Reporting to the Head of Swimming, with a dotted-line relationship to the Director of Sport, the Swim School Manager will work closely with the wider Swimming and Sports teams to maximise participation, customer satisfaction, programme quality, and financial performance. The role includes responsibility for programme administration, staff management, customer service, business development, operational support, and ensuring compliance with all health and safety requirements.

Job Title:	Swim School Manager
Reports to:	Head of Swimming with dotted line to Director of Sport

Key Tasks and Responsibilities:

Swim School Management and Programme Development

- To lead the day-to-day operation and successful delivery of the Swim School programme.
- To manage all aspects of enrolment, bookings, class programming, and customer administration.
- To ensure Learn to Swim lessons, swimming development programmes, poolside and dry-side courses, play schemes, and other aquatic activities operate effectively and achieve agreed participation and income targets.
- To develop innovative and engaging lesson programmes in line with the Swim England National Plan for Teaching Swimming.
- To implement and manage a structured swimmer progression and awards scheme using Swim England/ASA National Awards.
- To monitor programme performance through key performance indicators (KPIs) and produce regular operational reports.
- To work closely with the Head of Swimming to identify growth opportunities and increase programme participation.
- To provide emergency teaching cover when required and support the delivery of swimming lessons.

Commercial Growth

- To develop and implement a commercial growth strategy to increase Swim School membership and revenue.
- To meet agreed monthly and annual income and participation targets.
- To maximise customer retention through excellent service and swimmer progression.
- To work alongside the School's Marketing Department to develop and deliver annual marketing campaigns that promote the Swim School and maximise enrolment.
- To analyse occupancy levels and maximise class utilisation.
- To introduce new programmes to meet local demand (adult lessons, parent & baby, holiday crash courses, rookie lifeguards, aquatic fitness, SEN provision).
- To monitor local competitors and ensure pricing remains competitive.
- To identify opportunities for facility hire and additional income streams.
- To monitor and report against agreed KPIs including membership growth, customer retention, class occupancy, revenue generation and customer satisfaction.

Staff Leadership and Development

- To work with the Human Resources department to recruit Swimming Teachers and Lifeguards in accordance with safer recruitment procedures and organisational policies.
- To act as line manager for the swimming teaching team.
- To organise staff rotas to ensure appropriate programme coverage.
- To conduct performance reviews and support staff appraisal processes.
- To identify training needs and facilitate Continuing Professional Development (CPD) opportunities.
- To support the professional development of all instructors and maintain awareness of industry best practice.
- To manage staff performance, attendance, disciplinary matters, and welfare in line with organisational procedures.
- To foster positive communication, teamwork, professionalism, and high standards of customer care throughout the team.

Customer Service and Community Engagement

- To act as the primary point of contact for Swim School customers, parents, schools, and participants.
- To handle enquiries, complaints, feedback, and correspondence professionally and efficiently.
- To maintain excellent customer service standards and a welcoming environment for all users.
- To develop effective communication channels with customers, parents, teachers, coaches, and staff.
- To promote swimming programmes and facilities through marketing initiatives and community engagement.
- To build and maintain strong relationships with local schools, businesses, community organisations, and stakeholders.

- To attend relevant meetings and provide updates on programme developments and operational improvements.

Administration and Systems Management

- To manage and maintain all Swim School administration systems.
- To oversee the operation of customer booking, enrolment, and membership systems.
- To work with IT and relevant departments to implement and continuously improve software systems supporting programme management.
- To ensure accurate maintenance of customer records, attendance data, reports, and performance documentation in accordance with GDPR.
- To administer direct debit systems and payment processes where applicable.
- To produce financial, operational, and performance reports as required.
- To ensure timely and accurate communication of programme information to customers and colleagues.

Financial Management

- To prepare annual Swim School budgets and support long-term financial planning.
- To monitor income and expenditure against agreed targets.
- To ensure programmes operate efficiently and contribute positively to revenue objectives.
- To produce financial reports and forecasts as required.
- To identify opportunities to increase revenue and improve operational efficiency.

Duty Management and Pool Operations

- To assist with the day-to-day operation of the swimming pool and associated facilities.
- To support opening and closing procedures, including site security responsibilities.
- To assist with regular water testing, monitoring, record keeping, and remedial actions where required.
- To support operational decision-making and staff supervision during pool opening hours.
- To provide operational cover for management colleagues as required.

Health, Safety and Safeguarding

- To ensure a safe, secure, and enjoyable environment for all customers, staff, and visitors.
- To comply with all Pool Safety Operating Procedures (PSOP), including Normal Operating Procedures (NOP) and Emergency Action Plans (EAP).
- To ensure compliance with COSHH, RIDDOR, accident reporting procedures, evacuation procedures, and all relevant legislation.
- To monitor equipment standards and inventory levels, ensuring equipment is safe, fit for purpose, and replaced when necessary.

- To always ensure compliance with safeguarding and child protection policies.
- To attend all mandatory training, safeguarding updates, and operational training sessions.
- To take responsibility for the health, safety, and welfare of employees and customers in accordance with the Health and Safety at Work Act and recognised industry standards.
- To ensure risk assessments are regularly reviewed and implemented for all Swim School activities.

General Responsibilities

- To support the wider objectives and ethos of the organisation.
- To maintain high standards of professionalism, punctuality, conduct, and appearance.
- To work flexibly to meet operational requirements.
- To undertake any other duties reasonably requested by the Head of Swimming or Director of Sport.
- To provide support and cover for colleagues as required.

Skills and Experience:

Essential

- Hold a current ASA/STA Level 2 Swimming Teacher qualification, or an equivalent recognised swimming teaching qualification.
- Degree-level qualification in relevant subject, or equivalent experience managing a swim school, sports facility, leisure centre, or educational programme.
- Experience of delivering swimming lessons to children and/or young people with a range of abilities and support needs.
- Experience of planning and delivering engaging, safe and inclusive swimming activities.
- Experience of managing or coordinating a swimming programme, swim school or swimming scheme.
- Demonstrable experience of increasing participation, customer retention or revenue within a leisure, swim school or sporting environment.
- Knowledge of relevant legislation, guidance and best practice relating to the safe delivery of swimming lessons.
- Understanding of the ASA/Swim England National Plan for Teaching Swimming, or equivalent recognised teaching frameworks.
- Knowledge of and commitment to safeguarding, child protection and health and safety.
- Experience of recruiting, leading, supervising and developing staff.
- Experience of budget monitoring, financial administration and expenditure control.
- Understanding of swim school management software, such as SWIMPHONY, or the ability to learn new software systems quickly.
- Knowledge of health and safety legislation, policies and procedures relevant to swimming pool operations.
- Understanding of swim school operations and customer service principles.

- Commitment to promoting the safety, welfare and wellbeing of all swimmers.
- Ability to plan, deliver and evaluate safe, inclusive and effective swimming lessons.
- Ability to manage behaviour positively and appropriately in a learning environment.
- Excellent verbal and written communication skills.
- Ability to work collaboratively as part of a team and contribute positively to achieving organisational objectives.
- Ability to build and maintain effective working relationships with schools, families, community partners and other stakeholders.
- Commitment to delivering high standards of customer service.
- Ability to handle sensitive information confidentially and in accordance with data protection requirements.
- Good administrative, organisational and time-management skills.
- Competent ICT skills, including the use of Microsoft Office applications and relevant databases or management information systems.

Desirable

- Hold a current Paediatric First Aid qualification and National Pool Lifeguard Qualification (NPLQ).
- Evidence of relevant continuing professional development (CPD).
- Experience of managing operations within a leisure, sports or educational facility.
- Experience of maintaining records and producing reports.
- Good financial awareness and an understanding of budget management principles.
- Ability to plan, monitor and review departmental expenditure.
- Willingness to undertake training and professional development relevant to the role.
- Flexible approach to work and willingness to contribute to the wider life of the School.
- Ability to work effectively both independently and as part of a team.

This job description sets out the main duties at the time it was drawn up. Such duties may vary occasionally but without changing the general character of the duties or the level of responsibility entailed, and the candidate will be required to carry out any reasonable requests required by their Line Manager.

Application Procedure:

Applications should be made using the application form. Candidates are asked to add a covering letter setting out, as succinctly as possible, their reasons for applying for the position at Lancing.

Application forms are available from the College website www.lancingcollege.org.uk. Please send any emails to recruitment@lancing.org.uk

A full curriculum vitae and the names, addresses and telephone numbers of a minimum of two referees, one of whom should be the candidate's current or most recent employer should be included with the application.

The College reserves the right to call individuals to interview prior to the closing date for applications.

Terms and Conditions:

- Salary is £32,000 - £36,000 per annum commensurate with the experience of the successful candidate.
- Hours of work are 39 hours per week, with flexibility in working patterns and arrangements, subject to operational requirements and agreement with the line manager. This position requires flexible working hours, including evenings, weekends as necessary to meet operational requirements.
- Holiday entitlement is five weeks per annum, which must be agreed in advance with the Line Manager, plus recognised Public Holidays, unless they fall during term time when they are treated as normal working days and time off in lieu will be given. Current practice sees the school closing between Christmas and New Year and these days are in addition to the annual holiday entitlement.
- The School currently operates a Group Personal Pension subject to scheme rules which may vary from time to time. The School shall initially pay a sum equivalent to 5% of your basic Salary into the pension scheme subject to contribution by you of at least 5%. You can alternatively opt to make a contribution of 7.5% and the School will match this. Minimum contributions may vary to reflect the prevailing legislative requirements.
- As may be consistent with the entry conditions of the School, and at the discretion of the School, up to two children may be educated as day pupils at Lancing College for the payment of 33.33% of the appropriate fees. Means-tested fee remissions for additional children subject to the availability of places may be applied for. In addition, and as may be consistent with the entry conditions up to two children may be educated at Lancing Prep at Worthing for the payment of 50% of the appropriate fees. Sibling discounts are not available in addition to this. Wraparound care for up to two children will be provided free of charge. This remission does not apply to care outside School terms. At Nursery and Pre-school level the remission is conditional on the Nursery Grant being claimed from East or West Sussex County Council, being allocated to Lancing rather than any other provider, and subject to the maximum fee discount allowable under HMRC rules. Means-tested fee remissions for additional children subject to the availability of places may be applied for. Any decision to grant

fee remission shall be at the sole discretion of the School and shall be exercised by the Governing Body. In the case of part time employees or employees who do not work the full year (for example, term time only employees), any fee remission will be pro-rata to the employee's weekly hours and to the number of weeks worked – it is assumed that a full week is 40 hours, and a full year is 45.4 weeks.

- The employment is subject to a probationary period of six months. During the probationary period, one week's notice will be required on either side. Following probation, the notice period shall be two months.

Further Information

The School is committed to safeguarding and promoting the welfare of children and young people and expects all staff and volunteers to share this commitment. Any offer of employment will be subject to an enhanced DBS disclosure which the School considers satisfactory, the receipt of satisfactory references, the school's pre-employment medical questionnaire and sight of relevant original ID documentation and degree certificate(s).

Applicants who have lived outside of the UK in the past 10 years will be required to provide a Police Check from their country of residence. In addition, and where applicable, successful candidates will be required to produce a 'letter of professional standing' issued by the relevant professional regulatory authority as proof of past conduct.

Lancing College conducts online searches for shortlisted candidates. This check is undertaken based on the requirements set out in Keeping Children Safe in Education 2025. The check helps us to ensure safe and robust checks on the suitability of individuals to work within our School.

To minimise unconscious bias or potential discrimination issues, a person who will not be on the appointed interview panel will conduct the search and will only share information when findings are of a concern. The appointed panel may explore any concerns passed to them as part of our due diligence process.

The College is exempt from the Rehabilitation of Offenders Act 1974 and therefore all convictions, cautions, reprimands, and final warnings (including those which would normally be considered "spent" under the Act) must be declared. If you have a criminal record this will not automatically debar you from employment. Instead, each case will be assessed fairly by reference to the School's objective assessment.