



## **SUCCESSION PLANNING POLICY**

City of Lincoln Pentaqua Swimming Club recognises the need to be able to find the right skills and competencies to be able to fill key roles within the Club (committee, coaching, official and teaching positions) as they arise. One specific aspect of effective workforce development planning is the practice of 'Succession Planning', which the Club intend to embrace in order to help build the necessary capacity required.

### **WHAT IS SUCCESSION PLANNING**

Succession planning can be broadly defined as identifying future potential swimmers, committee members, volunteers, teachers and coaches to fill key positions as they arise. The practice can help organisations to ensure that they have the right people of the right calibre and skills to be considered for roles as they arise either through redeployment, retirements or natural wastage.

### **HOW THE CLUB WILL APPROACH SUCCESSION PLANNING**

Succession planning will only be effective if it is integrated into the way the Club runs and plans its business and is the responsibility of all Club members. As part of the preparation of workforce development plans, committee members will be required to consider the workforce composition for specific purposes, considering issues such as:

- Pending retirements
- Sickness absence (long term)
- Turnover and patterns
- Difficulties in recruiting to posts and market shortages
- Ongoing vacancies

In preparing workforce development plans, consideration should be given as to where, through further support, training and development, existing volunteers and members may have the potential to be considered for positions and roles as they arise in the future. This approach will enable the Club through effective forward planning and risk management, to prepare for future changes in the workforce.

### **HOW THE CLUB WILL TAKE SUCCESSION PLANNING FORWARD**

By adopting the ASA Competency frameworks for committee members, teachers, coaches, officials and volunteers which detail the competencies required. Each job description with competency requirements will be readily available. The creation of a 'deputy' or 'vice' role for key roles may also be appropriate, as an aid to succession planning.

With an ongoing, annual programme of training and development activities targeted towards specific role competencies. This will provide opportunities for all members who wish to consider development within the Club, to attend various training and development activities and events with a view to enhancing their skills and competencies, subject to Committee approval.

Through effective application of the Clubs Continuous Professional Development Programme and Personal Development Plans, to realise any realistic career aspirations volunteers and members may have, which the Club could assist with. In particular, this would need to be in line with the requirements of the club.

Consideration in relation to costs will however need to be a factor due to limited budgets within the Club. Where possible, development against competencies should be through IOS and ASA accredited training course and other opportunities such as 'on the job' training, mentoring and 'secondments' with appropriate support programmes in place.

### **IF OPPORTUNITIES DO NOT ARISE**

The purpose of workforce development and succession planning is to ensure that the Club have people with the required skills and competencies to be considered for positions and roles which may arise in the future. Where opportunities, for whatever reason do not materialise, there remain advantages with the approach being adopted, as people continue to be developed to reach their full potential, which not only has an impact upon their performance but also has benefits in terms of volunteer and member satisfaction and morale.

### **FAIRNESS AND TRANSPARENCY**

In order that succession planning does not carry unnecessary risks, it is imperative that the process is seen as fair, open and transparent by all employees, volunteers and members. Where a permanent position or role arises in the future, an individual who has been subject to succession planning and received development, will still be subject to the Club's Recruitment and Selection procedures and will still be required to demonstrate that they meet the essential criteria for the role. There will still be a requirement to advertise the post, at least internally, and where the position is of a highly specialist nature, and depending on the level, the post may need to be advertised externally also.

### **RECORD KEEPING**

Various mechanisms for record keeping are likely to be the result of succession planning, including:

- Workforce development plans
- Individual 'Personal Development Plans'
- Records of Achievements
- Applications for training and development activities demonstrating the relevance of the training

### **LINKS TO OTHER CLUB POLICIES AND PROCEDURES**

- Recruitment Policy
- Equity Policy
- Club Constitution

### **MONITORING AND REVIEW**

This policy and its application will be monitored on an ongoing basis by the Committee. A review shall take place at least every 24 months.

### **EQUALITY AND DIVERSITY**

The application of this policy and the information collated from monitoring its application will take account of all equality and diversity issues.