
GREENWICH BOROUGH MARINERS

Swimming Club

(Affiliated to K.C.A.S.A. & London Region A.S.A.)

SUCCESSION PLANNING

1. INTRODUCTION

Greenwich Borough Mariners Swimming Club recognises the need to be able to find the right people with 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".

2. WHAT IS SUCCESSION PLANNING

Succession planning can be broadly defined as identifying future 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 retirements or natural wastage.

3. HOW WILL THE CLUB 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. Committee members will be required to pro-actively consider the replacements for key roles in the Club by taking into account:

- Pending retirements;
- Sickness absence (long term);
- Turnover patterns;
- Difficult to recruit posts and market shortages; and
- 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 be have the potential to be considered for posts 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 by developing existing volunteers and members, who show an interest in possible roles within the Club.

4. HOW WILL THE CLUB TAKE SUCCESSION PLANNING FORWARD

By adopting ASA competency frameworks for committee members, teachers, coaches, officials and volunteers, which detail the competencies required. These frameworks will be readily available to all members. By having an ongoing annual programme of training and development activities against specific role competencies. This will provide ongoing 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. By helping volunteers to develop their aspirations within the Club, which are realistic and 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 Council and ASA accredited training courses and other opportunities such as "on the job" training and mentoring. The purpose of workforce development and succession planning is to ensure that the Club have volunteers and members with the required skills and competencies to be considered for posts and roles which may arise in the future and which have been

highlighted. Where opportunities, for what ever reason do not materialize, there remain advantages with the approach being adopted, as volunteers and members 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.

5. FAIRNESS AND TRANSPARENCY

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

6. MONITORING AND REVIEW

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

7. EQUALITIES AND DIVERSITY

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