

# **Carlisle Aquatics Succession Planning Policy**

## **1. Introduction**

Carlisle Aquatics 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", which the Club intends to embrace in order to help to build the necessary capacity required.

## **2. 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 retirements or natural wastage.

## **3. Approach succession planning**

Succession planning will only be effective if it is integrated into the way the Club runs and plans its business. It is the responsibility of all Club members and overall responsibility lies with the Club's committee.

The Club will need to plan over time for replacements for Committee and Coaching staff and swimmers in a variety of different ways. This is not always straightforward and the Club will consider the requirement for training to ensure all involved are fully able to manage the process of planning for the replacement of individuals who 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:

- Retire from the sport;
- Take long term leave of absence
- Need to take long term breaks due to illness;
- Leave as part of the natural turnover of the Club (the most common occurrence)

Carlisle Aquatics believes in developing our own talent where possible, planning ahead and using fair and equitable recruitment methods.

The Club will prepare workforce development plans. This approach will enable the Club, through effective forward planning and risk management, to prepare for future changes in the workforce by developing existing employees and members, who show an interest in possible careers and roles within swimming, to a position where they may be able to be considered for future Club and professional swimming positions.

## **4. How will the club take succession planning forward?**

To enable the club to plan future succession we will:

### **Coaches and Teachers**

- Adopt the ASA competency frameworks.
- Require reasonable notice periods in contracts.
- Ensure our business plan makes allowance for training and development funds.
- Maintain up to date job descriptions.
- Adhere to a process for advertising vacancies.
- Hold planned and regular development reviews identifying training needs and development targets.
- Encourage older swimmers to consider obtaining teaching/coaching qualifications where appropriate.
- Ensure opportunities exist for personal development.

### **Committee volunteers and officials**

- Adopt ASA competency frameworks.
- Maintain clear job descriptions.
- Publicly acknowledge commitment of volunteers.
- Ensure our business plan makes allowance for training and development funds.
- Seek to engage parents in helping to run the club.
- Ensure smaller roles exist to enable parents to become engaged and not just have committee roles.
- Seek well in advance of AGM clear indications about future intentions of key committee members.
- Advertise roles with clear descriptions of time commitments.

## **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 by all employees and members.

Where a permanent position or role arises in the future, an employee 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. Record keeping**

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

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

## **7. Links to other club policies and procedures**

- Recruitment Policy
- Equity Policy
- Club Constitution

## **8. 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.

## **9. 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.