

Succession Planning Policy

INTRODUCTION

Bethnal Green 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 (swimming, committee, voluntary helpers, teaching and coaching 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.

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.

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. The Club has role descriptions for all voluntary positions. These have been developed according to the needs of the Club using guidelines from the ASA. The role descriptions are available on the website. In addition to this the Club aims to have the retiring volunteer spend time explaining the full details of the role, the skills and the time commitment of the role with any prospective new incumbent. Any additional needs for improvement or change of the workforce are identified by discussion with the whole committee including the Head Coach.

RECRUITMENT METHODS

Opportunities to identify new volunteers are through various sources as follows.

Recruitment for Volunteers

- Invitation to volunteer is part of the Welcome Pack.
- Invitation to volunteer is printed on our registration form asking to highlight any specific skills.
- Invitation to volunteer is through networking with parents, swimmers and any other supporters. The Club has a friendly open atmosphere and this facilitates this mode of sourcing possible volunteers.
- Advertisements will be placed on our notice board, website and published in any current newsletters.

Recruitment for Teaching and Coaching

- Young volunteers are recruited through personal Invitation or by themselves proactively approaching the Club. These recruits will begin by volunteering and will be encouraged to sit the Level 1 Teaching exam.
- Level 1 teacher will be encouraged to progress to the Level 2 teaching course.
- During periods of absence through staff shortages, Level 2 teachers would be given the opportunity and support to act up.
- Adverts for coaching positions would be placed via the press or the ASA Website.

Recruitment for Swimmers

- A waiting list is run for young children wishing to join the "Learn To Swim" section of the Club.
- Swimmers enquiring about joining the Club are given a Welcome Pack and invited to attend a time trial. This is where their swimming ability is assessed. The swimmer will be allocated a group that is relevant to their ability and with regular training and dedication, a natural progression through the groups.
- Invitation to attend a Time Trial is advertised at all times on our website and notice board.
- Invitation to attend a free swim session for Masters swimmers.
- Invitations are issued to all competitors of the Annual Schools Gala offering free lessons for 4 weeks.
- The Club runs a PESSCL Club/Schools link whereby all local primary schools are approached and offered 6 weeks free tuition.

Adverts for volunteers, teachers and coaches will include a brief description of the specific role, ideal skills and benefits of the role. They also include contact details for further information.

All new volunteers, teachers and coaches will be given an induction and all new volunteers, teachers, coaches and swimmers will be provided with the Club Equity Policy, Club Child Protection Policy, Club Code of Conduct, Club Constitution and Club Disciplinary Procedures.

All new poolside personnel will be CRB checked and will be encouraged to undertake Child Protection Training.

It is also the aim of the Club that each new Volunteer develops their role and is empowered to feel ownership of the role.

HOW WILL THE CLUB TAKE SUCCESSION PLANNING FORWARD

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.

Consideration in relation to costs will however need to be a factor due to limited budgets within the Club. There are some funding opportunities available through Tower Hamlets Sports Council and bursaries. Development against competencies should be through ASA accredited training courses and other opportunities such as "on the job" training and mentoring. Through offering acting up opportunities during temporary periods for lower level staff, with the appropriate support programmes in place.

WHAT IF OPPORTUNITIES DO NOT MATERIALISE

The purpose of workforce development and succession planning is to ensure that the Club have employees 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 materialise, there remain advantages with the approach being adopted, as employees 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 employee and member satisfaction and morale.

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.

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.