



## Succession Planning Policy

### 1.0 INTRODUCTION

1.1 Exmouth Swimming and Life Saving Society 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 Society (committee, coaching, officials, and teaching positions) as they arise. One specific aspect of effective workforce development planning is the practice of "Succession Planning", which the Society intends to embrace in order to help to build the necessary capacity required.

### 2.0 WHAT IS SUCCESSION PLANNING

2.1 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.

### 3.0 HOW WILL THE CLUB APPROACH SUCCESSION PLANNING

3.1 Succession planning will only be effective if it is integrated into the way the Society runs and plans its business and is the responsibility of all Society 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.
- Difficult to recruit posts and market shortages.
- Ongoing vacancies.

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

### 4.0 HOW WILL THE SOCIETY TAKE SUCCESSION PLANNING FORWARD

4.1 By adopting Swim England competency frameworks for committee members, teachers, coaches, officials, and volunteers which detail the competencies required. These frameworks are readily available to all members via the Society's website.

4.2 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 Society, to attend various training and development activities and events with a view to assist with. In particular, this would need to be in line with the requirements of the Society.

4.4 Consideration in relation to costs will however need to be a factor, due to limited budgets within the Society. Where possible, development against competencies should be through Council and Swim England/IOS accredited training courses and other opportunities such as "on the job" training, mentoring and secondments, with the appropriate support programmes in place.

## **5.0 WHAT IF OPPORTUNITIES DO NOT MATERIALISE?**

5.1 The purpose of workforce development and succession planning is to ensure that the Society has 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 whatever reason do not materialise, there remain advantages with the approach being adopted, as 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 member satisfaction and morale.

## **6.0 FAIRNESS AND TRANSPARENCY**

6.1 In order that succession planning, does not carry any risks, it imperative that the process is seen as fair, open, and transparent by all members. Where a permanent position or role arises in the future, a member who has been subject to succession planning and received development, will still be subject to the Society's 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.

## **7.0 RECORD KEEPING**

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

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

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

- Equality Policy
- Club Constitution
- Swim England competency frameworks

## **9.0 MONITORING AND REVIEW**



9.1 This policy and its application will be monitored on an ongoing basis by the Committee. A review will take place every 12 months.

#### **10.0 EQUALITIES AND DIVERSITY**

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

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