

Succession Planning Policy

Introduction

Reading Swimming Club (RSC) recognises the importance of being able to find the right people with the right skills and competencies to be able to fill key roles within the Club as they arise. This will help to maintain the right balance of people and build the foundations for the Club to achieve success in the long term. This approach will include coaching and teaching staff, committee members, volunteers as well as our swimmers.

What is Succession Planning?

Succession planning can be broadly defined as the long term process of identifying the future personnel to fill key positions as they arise. This ensures the Club can prepare and attract the right people in a timely manner, helping to create a stabilised but developing environment.

Reading Swimming Club's approach to Succession Planning

RSC will seek to explore opportunities in developing talent internally, with succession planning being integrated into the way the Club runs and plans all its business. The overall responsibility to ensure the effectiveness of succession planning will lie with the Committee members of Reading Swimming Club. They will be required to consider the workforce composition for specific purposes, considering issues such as:

- Pending retirements
- Sickness absence (long term)
- Turnover and patterns
- Difficult to recruit posts/roles
- On-going vacancies

In preparation, RSC will consider whether further support, training and development can lead to existing volunteers and members being considered for upcoming roles.

How will RSC take Succession Planning forward?

Through adhering to the following points, we will maintain a succession planning approach by:

Coaches and Teachers

- Adopting the Swim England competency frameworks.
- Requiring reasonable notice periods in contracts.
- Ensuring the Clubs financial/business plans make allowances for training and development funds.
- Maintaining up to date job descriptions.
- Adhering to a process for advertising vacancies.
- Holding planned and regular development reviews identifying training needs and development targets.
- Encouraging older swimmers to consider obtaining teaching/coaching qualifications where appropriate.
- Ensuring opportunities exist for personal development.

Committee volunteers and officials

- Adopting the Swim England competency frameworks.
- Maintaining clear job descriptions.
- Publicly acknowledging the commitment of volunteers.
- Ensuring the club's financial/business plan makes allowance for training and development funds.
- Seeking to engage parents in helping to run the club.
- Ensuring smaller roles exist to enable parents to become engaged and not just have committee roles.
- Seeking well in advance of the AGM clear indications about future intentions of key committee members.
- Advertising roles with clear descriptions of time commitments.

Fairness and transparency

In order that succession planning does not carry any risks, it is 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.

Monitoring and review

This policy and its application will be monitored on an on-going 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.