



**Runcorn REPS ASC**

***Succession Plan***

## **Forward**

This plan has been developed as part of the Clubs Swim 21 Process. It is intended to provide a formal planning tool for the club to ensure the clubs future development, security and success.

## **Key Principals**

A number of key principles have been identified by the club as the basis for our succession plan which focus on four main areas:

1. The financial security of the club.
2. Staffing of the club.
3. Development of Swimming.
4. Ensure the Safety and Welfare of our members.

Whilst Seccession Plans would normally cover Staffing within an organisation, we believe that we should also address other areas of our work; hence the coverage of other key areas.

Clearly the main focus of the Club's activates and the most obvious area to all members and the wider community is the Club's development of its swimmers, however without adequate and experienced staff, as well as a sound financial footing this cannot take place. We therefore believe that each of these key areas are of equal importance.

Throughout the Swim 21 process we have developed a whole host of policies, strategies and methods to deliver the Club's aims. We believe that these policies define our plan for succession at the Club as they offer the most effective and robust way of delivering the Club's programme. These polices and their links to our key areas are detailed in this document.

In addition to these we also recognise that the work to move our Club forward is ongoing and will never be complete; we always strive to work harder and make improvements where ever we can - this will ensure that our success today is replicated in the future. We will review our Club each year and produce an action plan to achieve this.

### **Key Area One: Financial Security of the Club**

As a club we have created the following policies to ensure the log term financial security of our club:

1. **Annual Budgeting** for all Club expenditure against our income to ensure we operate within our means and have sufficient reserves to sustain our activities.

2. A **Financial Plan** to consider the Club's likely costs and income over the medium and long term to ensure that any short falls are dealt with as soon as possible and we have the means to develop further.
3. **Annual Financial Audits** of the Club's accounts by an independent auditor to ensure financial accountability.
4. The seeking of **External Funding** for major capital expenditure wherever possible to allow the Club's funds to be focused on our day-to-day running costs.

### **Key Area Two: Staffing of the Club**

Behind every Club is a dedicated team of Coaches, Team Managers, Officials, Committee Members and Helpers. At Runcorn REPS we have been lucky to have a great team for many years however we also recognise that we must plan for the future to ensure we have sufficient staff to both maintain our current activities and expand in the future. In this respect the following Swim 21 policies define what we will do and how we will accomplish this:

1. Staff Recruitment is vital if a club is to ensure its future. We have developed a **Staff & Officials Recruitment Policy** to ensure that we have sufficient staff coming into the Club to meet our needs.
2. Our **Staff Induction Policy** ensures that all new staff to the club receive a comprehensive induction. This makes them feel more relaxed and welcome and ensures we get the best out of them as soon as they join us.
3. The training and development of staff is also vital both to ensure the best possible people coach our swimmers and also to improve the retention and recognition of our staff. We have developed our **Staff Development Policy** to aid in this. This comprehensive document covers:
  - a. Rewards for all of the clubs staff;
  - b. Self Review and analysis;
  - c. Mentoring for all new staff at the club by experienced staff;
  - d. Personal Development Planning for all staff;
  - e. Continual Professional Development;
  - f. Recognised Training from the ASA, Sports Coach UK and Sports Development;
  - g. Peer Reviews and Appraisals.

### **Key Area Three: Development of Swimming**

Our focus as a club has and always will be the development of our swimmers to the best of their ability. We recognise that this is not achieved by chance. We also believe that the future success of the club is dependent on success in the pool - without this we will not move forwards. We have therefore worked very hard to put in place policy and structure to ensure that swimmers receive the best training we can give as soon as they join;

1. We have developed a very clear **Swimmer Recruitment Policy**, which defines how we will attract new swimmers to our club. This covers;
  - a. Links to Schools and Learn to Swim Schemes in the areas we operate.
  - b. The use of the media to promote our club to the wider community.
2. We have established a clear **Member Induction Policy** to ensure that all members are welcomed to our club in the same way and to a very high standard. This policy covers:
  - a. Entry Standard for the club;
  - b. The system of trials we operate;
  - c. Our welcome pack, which we give to all new members.
3. We have put in place a formal **Squad Structure** across our club which groups swimmers on ability, recognises their achievement, provides clear goals for them to work towards and promotes regular attendance - its seeks to boost retention and increase development at all levels of the club.
4. A formal **Training Plan** has been developed by our head coach which, along with our Squad Structure, ensure all swimmers receive high quality coaching. We believe that excellent training opportunities will retain many swimmers in our club.
5. We set individual **Goals** for all of our swimmers in our higher squads for the short, medium and long term to provide them with focus and give their training meaning.
6. Review is also a vital tool in the development and retention of swimmers. We encourage self-review by all swimmers through the use of **Log Books**. We also conduct one on one **Monthly Performance Reviews** between coaches and swimmers in higher squads.
7. We also offer our swimmers the opportunity to develop themselves as role models by offering them the chance to take part in **Coaching Courses** run by our local sports development team and allowing them to take part in ASA Courses, as they get older. We aim for our swimmers of today to become the coaches of tomorrow.
8. We have **linked** to other Swim 21 clubs around us to ensure that we can do what's best for our swimmers and send them on to other clubs when they go beyond what we can offer our club.
9. We promote an **Annual Competition Programme**, which allows our swimmers to compete at an appropriate level to their ability.

**Key Area Four: Ensure the Safety and Welfare of our members.**

Without a safe and secure environment for members to swim in a club is very unlikely to survive into the future. This is why as part of our succession plan we need to recognise the continued welfare of our swimmers is vital in the future. We have produced a whole raft of policies to ensure that this is the case;

1. A Code of Conduct, Child Protection Policy, Bullying Policy, Code of Ethics and Equity Policy to ensure that swimmers welfare is protected at all times in the club.

2. Operating Standards, Emergency Procedures & Risk Assessments to ensure the Health and Safety of our members is protected.
3. A formal Complaints & Disciplinary Procedure.

### **Conclusion**

As a club we believe that these policies outline our plan to move forward in the future. Through their constant review and amending we will be in a position to respond to the changes around us both in swimming and in the community we operate within.