



# Succession Policy



This primary purpose of a succession plan is to ensure the Clubs future so that it may continue to operate beyond the attendance of its current members, volunteers and officers.

In 2009 Lancaster City ASWPC will have a history of 120 years.

### **Continued progression:**

The key principles that are the foundation for a succession plan are:

1. The financial security of the Club.
2. The staffing of the Club.
3. The ongoing development of swimming and water polo in the area.
4. To ensure the safety and welfare of all our members and others we come into contact with.

The main focus of the Club's activities and the most obvious area to all members and the wider community is the Club's development of water polo players and 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 is 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 policies 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 its long term financial security:

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 LASWPC 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 are developing a Staff & Officials Recruitment Policy to ensure that we have sufficient staff coming into the Club to meet our needs.
2. All new staff to the Club will 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 adopted a development strategy to aid in this.

This strategy covers:

- a) Rewards for all of the Club's 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 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: a code of conduct, child protection policy, anti-bullying policy, code of ethics and equity policy to ensure that swimmers welfare is protected at all times in the Club. Operating standards, emergency procedures & risk assessments are being put into place to ensure the health and safety of our members is protected.

A formal complaints & disciplinary procedure is being adopted to allow the proper processing of any grievances that may occur during the running of the Club.

#### **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.