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## EFFECTIVE CLUB COMMITTEES FACTSHEET

# SUCCESSION PLANNING

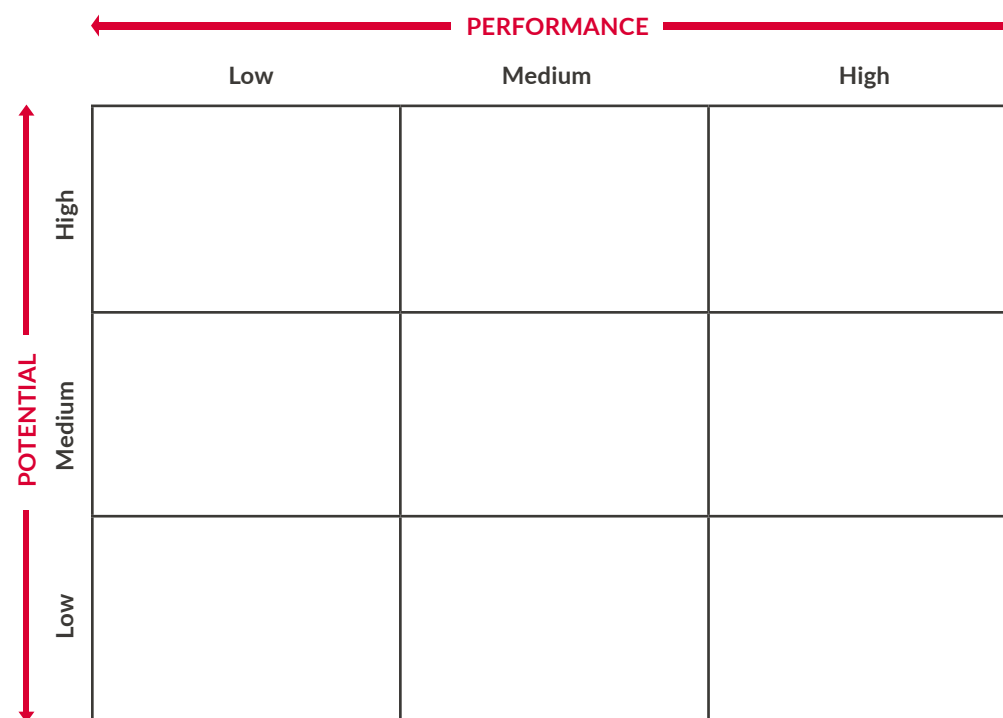
In this factsheet we encourage you to think about your volunteer workforce, stakeholders and wider considerations when planning for the future of your club.

Planning for the future is a critical part of club management. It will help you to reflect on your long-term aspirations for the club and what support or resources you may need. Optimising your workforce to help you achieve that aspiration can be a great start.

Being able to demonstrate the right skills and capabilities will create the space for staff and volunteers to contribute effectively and feel valued, which will support you with recruitment and retention in the long term.

The talent management matrix is a tool to help you consider if you have the right people doing the right things. It may also help you to reflect on what you need to do to support staff and volunteers in terms of coaching or training opportunities.

A common tool to use to support succession planning is a Talent Matrix. Identify those in your club in relation to their potential and performance and then engage and provide development opportunities accordingly. This will hopefully help you maintain club provision and even grow its reach and remit.









Whilst talent management is key to the long-term development within your club, it is also valuable to explore planning in a much broader sense and consider the potential wider implications.



A practical tool that can support you with your planning is the CATWOE model.

CATWOE is a planning tool that can support you in times of change and/or planning. It's a useful tool that combines the strengths of PESTLE (Political, Economic, Social, Technological, Legal and Environmental factors) and SWOT (Strengths, Weaknesses, Opportunities, and Threats) and can encourage you to think more broadly about the stakeholders you may need to engage in any change or planning you are undertaking.

	Considerations	Notes
Customers 	Customers in your club or group could be translated as the athletes, runners, volunteers, parents or children. Who will be impacted by this change or plan?	
Actors 	Who are the main stakeholders who are supporting the change or plan? This could be a funder, community group, club members or the local authority.	
Transformation 	What are the inputs required for this change or plan, e.g., funding, time, more volunteers, more people support? What are the outputs going to be, e.g., increased membership, greater retention, improved performance, or an enhanced experience for your members?	
World View 	What do your stakeholders believe is the purpose of the club or group?	
Owner 	In the eyes of each of your stakeholders who is responsible for implementing this change or plan?	
Environment 	What are the rules and regulations, policies, and procedures that you must adhere to - what impact will this have on the change or plan?	

Thinking about your club, which areas might you need to think about or focus on? What changes can you make in the short term that may offer some immediate impact?



Reflecting on these questions will provide extremely useful insight into what is important to your wider stakeholders. This will then help direct and inform your planning, what changes you now need to make, and what to prioritise.

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