Club Model: Case Study of Good Practice

Banbridge RFC

Model Club section:

Management

Area of good practice:

Succession Planning

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Overview

We began this formal process of succession planning within our club in 2010 when we set up an Executive committee. This committee comes together annually at least 6 weeks before the Club AGM

Most of our key volunteer roles are held for 5 years and we try to stagger these to give the club some continuity whilst going through inevitable change.

The aim is to of this Committee is:

- to look ahead and try to identify any key roles within the club that may become vacant at the end of a set term or if a volunteer wishes to step down from their role.
- to Identify potential volunteers for these roles who we feel would be a 'good fir' for the role someone who brings the right skills, experience and temperament to the role.

This process gives us a good opportunity to identify and select people with the most relevant experience into key roles within the club and works towards mitigating the risk to our club if a volunteer steps away from a key role for any reason

This succession planning process helps us to implement any upskilling/training or mentoring that may be needed for the candidate before taking on this role and it enables us to have a smooth transition period and planned handover to the successor with little disruption to the club.

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What was delivered?

A plan developed by the club for a medium to long-term volunteer workforce plan to get the right volunteers into key roles who will bring their skills and experience into these roles to push our club forward in order to ensure its survival and sustainability for the foreseeable future.

Why was it successful?

Having an annual review and looking at these roles helps us to plan for the future. We have learned from experience, the importance of having the right person in the role. Having people with the right skills in their given area benefits the club and pushes the club forward to be the best we can be. There is no one in a role that is there purely because feel they “deserve” to be there just because they have been a member of our club for a long time. Each person brings something to the table in terms of skills experience etc. We as a club have worked very hard on this for several years and we have come a long way from where we were 20-30 years ago

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Steps to success

Each year we nominate an executive committee who meets at least 6 weeks before our AGM. They look ahead and try to identify any key roles within the club that may become vacant at the end of a set term or if a volunteer wishes to step down from their role at he AGM.

The Committee then looks at the role and does a skills analysis to see what skills/experience are needed to be successful in this role.
Once these parameters have been discussed and set the committee then tries to identify the most suitable person for the role. Someone within the club who would have the right skills, experience, temperament and availability and whom the committee members think may be interested in taking on this role. The potential candidate can then be approached and asked if they would like to take on the role. Because we do this work 6 weeks before the AGM, it gives the potential candidate enough time to consider the role they are being asked to do and can decide themselves if they feel they would like to take on the role without feeling under pressure to do so.

This preparation work ahead of the AGM means that all we have to do is vote the candidate into their role. This saves time at the AGM and there are no unexpected surprises.

What has been the impact?

You only have to look at what we have achieved on and off the pitch to see why it has been so successful. We have a large playing base in the senior and junior sections. This comes about by good leadership and putting the right people in the right roles. Each section of the club off-pitch is led by someone with a drive and knowledge of their particular area and we are continually looking for successors to those roles who we feel would be a “good fit” someone who would bring the right skills and experience to that role.

When you have a group of people who are dedicated and driven, with the right skills for their role and who feel that their contributions make an impact on the success of a club then you are already winning both on and off the pitch.

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What are the key learnings?

Invest time and effort into getting people into the right roles that match their skills and experience this will be a huge benefit to your club going forward both on and off the pitch.