

Three Rock Rovers Hockey Club

STRATEGIC PLAN

2023-2028

Purpose of this document

This document has been developed by the officers of the club to put in place a pathway towards the replacement of the front pitch in the summer of 2025 and continuing financial stability beyond this.

The front pitch carpet has been in situ for 10 years and is coming to the end of its life, when this was last replaced we did not replace the tarmac, shock pad or hard core underneath. These are all going to be replaced in the current plan. Additionally, as our light poles have been up for nearly 40 years, which is the expected life of a galvanised steel pole, we also intend to replace these and upgrade the lighting to LED's. The final part of the project will involve upgrading the irrigation system.

At the time of preparing this document, we are going out to tender for this project and we estimate the costs will be in the region of €750,000. We will have to come up with the bulk of the money ourselves as the maximum sports capital grant for such a project is €150,000. In order to continue to replace our pitches every ten years, the club needs to generate at least a €60,000 surplus per annum just to replace a pitch. This does not allow us to spend money on any other improvements such as upgrading the changing rooms or improving the clubhouse.

In order for us all to have the facilities that we currently enjoy we all have to play our part. For some that might mean a financial donation but for the majority that is providing your time to the club through volunteering so we do not have to pay unnecessary expenses.

We hope when you read this document you will consider where you might be able to help. Every contribution in terms of time or money no matter how small will be vital.

TRRHC Mission statement

“TRRHC is a premier, modern, integrated and mixed hockey club. We promote all aspects of hockey & club activities for our members in a fun and social environment.”

The vision statement . . .

TRR HC wishes ‘To be nationally recognised as providing all people with equal opportunities to develop within all aspects of our sport, through the provision of high-quality coaching/support.

This will occur in a welcoming environment that fosters a lifelong engagement within our club’

Values

- **Family orientated - Family is at the heart of our organisation**
- **Inclusiveness - We are anti-racist, anti-sexist and anti-discriminatory and welcome everyone as part of our club**
- **Respect - Respect each other on and off the pitch, including all officials and institutions**
- **Teamwork - We work together on and off the pitch to achieve the best for our club and its players**

WE HAVE A DREAM

By 2028, to help reach our vision statement, the club of TRRHC will do the following:

- 1. Develop and improve our methods of communication**
- 2. Increase player retention**
- 3. Expand the level of volunteerism**
- 4. Foster the social aspect of the club**
- 5. Develop coaches & umpires from within the club**
- 6. Be financially stable**
- 7. Significantly improve our facilities**

COMMUNICATIONS

Develop and improve our methods of communication by:

1. Assembling a central source for all information relating the club and its activities, keeping the website up to date
2. Ensuring all communication should be multi-platform and easily accessible
3. Targeting communication at the correct demographic
4. Improving the transfer and retention of information between officials

How to achieve this:

Set up a communications sub-committee to oversee the following:

Short Term

- Ensuring the club website up to date and information easily accessible
- Increasing the number of volunteers posting relevant information
- Pre-season checklists established to ensure information on the website is correct, in particular relating to
 - officers
 - sponsors
 - documentation
- Ensure links to men's and ladies' fixtures for season clearly available
- Create club email addresses for key positions thus providing continuity of communication
- Develop a document or folder to act as a repository of information about running and organizing the club, club officer job descriptions and lessons learned. This can be augmented each year to ensure knowledge transfer from season to season and provide a valuable reference source as committees and officers' change.

Medium Term

- Review various communication methods and integrate/automate as much as possible
- Review Clubforce to ensure database collects sufficient and adequate information for communication purposes
- Populate Google drive with club documents and role specs

These actions have the potential to increase footfall at events due to better communication

Player retention

Improve player retention by improving the following:

1. Retention of players who are knocking on the door of 1XI/2XI but not necessarily getting onto higher team
2. Retention of players who just want to play socially
3. Retention of players as they transition to Vets sections
4. Retention of junior players as they move into secondary school
5. Transition players from Juniors to Seniors section
6. Casting the net to wider communities to identify potential players

How to achieve this:

Short Term

- Start of season social games - engage with players from previous season to ensure they are returning (organised by past years team captain)
- Re-establish links with universities, resurrect Piggott Cup & continue Coulson trophy event. Establish similar for Ladies
- Hockey Technical Chair to involve coaches from Senior & Junior sections to facilitate transition of Juniors to Senior section pre end of season
- Create link with an Intellectual disability group to encourage more members in this section

Medium Term

- Develop a plan of activities to support the youth to senior transition by having a more formal invitation to join in early season senior hockey training
- Identify senior players to act as mentors. Junior coaches could involve senior players at end of season before juniors move up
- Create a volunteer role to identify & facilitate transitioning U16's
- Look at opening up the club to other sports for disabled players as part of sport for all
- Make the older or retired players more aware that vets hockey exists and is open for younger players (35+)
- Gather data on retention of players at all levels over several years, especially movement to universities

These actions should increase the number of players and thus subscriptions so they cover the cost of coaches

Volunteerism

Expand the level of volunteerism - what does this mean

1. Senior section - all members contributing by doing at least one non on-field task for the club per season
2. Junior section - reducing costs of running the section through volunteer parents
3. Vets/pavilion - encouraging active participation in an area not necessarily hockey orientated to maintain involvement

How to achieve this:

Short Term

- A list of possible tasks circulated at the beginning of the season by team captains and people encouraged to volunteer for one
- Set a day annually to be volunteer day - gardening, painting, cleaning
- Encourage all players to participate in umpiring duties within their team roster
- Increase parental volunteer numbers at primary school level
- Develop a succession plan for volunteers

Medium Term

- Review Clubforce to see if additional information can be added
- Amend Clubforce to allow zero payment entries to ensure all groups (e.g. non-players, parents etc) are captured on database and can therefore be sent communications

These measures should reduce costs such as coaching and running the bar

Social

Foster the social aspect of the club by:

1. Identifying activities that will include all sections of the club e.g. cross club season opener
2. Holding at least one targeted social event per year for each section
3. Facilitating more informal social events
4. Increasing participation by pavilion/vets' members
5. Encouraging overseas trips & tours for all sections, Junior, Senior and Vets

How to achieve this:

Short Term

- Social committee to plan calendar for the season, allocate date(s) to each section
- Social committee to be given an annual fundraising target
- Encourage teams to have inter-team social events

Medium Term

- Identify clubs which we could develop affiliations with in order to arrange tours/trips

These measures should increase bar revenue and fundraise towards specific items

Coaching

Maintain standards of coaching and ensure legal obligations fulfilled by:

1. Develop structured pathways for promising young coaches
2. Identify specific development opportunities for coaches in certain areas i.e. Rockets
3. Ensure safeguarding procedures are all in place and met

How to achieve this:

Short Term

- Create the voluntary role of technical chair (committee) to have input into coach selection
- Implement a structured Gaisce (transition year) programme
- Identify possible non-hockey resources to improve soft skills for groups with particular needs

Medium Term

- Give promising junior coaches the opportunity to work with senior coaches

Finance

Be financially stable by:

1. Increasing the annual contribution to the sinking fund to €60k per annum
2. Having funds in place to replace front pitch in 2025 €750k
3. Generating sufficient excess to allow for necessary upgrades to facilities other than pitches
4. Increasing senior adult membership to cover playing costs. Currently subscriptions from Junior and Senior players combined only contributes €10k to the costs of running the complex i.e. lights, water & groundsmen

How to achieve this:

Short Term

- Subscription collection to be improved, cut-off date for payment pre-Christmas
- Target set for social committee to fundraise
- Reduction in costs through increased volunteerism
- Potential soft fundraising through increased social events

Medium Term

- Increase pavilion membership engagement - potential fundraising opportunities
- Strategies to increase ratio of senior members to student/junior
- Carry out repeatable financial analyses relating to key areas
 - Coaching
 - Pitch rental/internal use
 - Utilities
 - Capital requirements forecasting