

PEOPLE, POTENTIAL, PERFORMANCE

INSTITUTE FC STRATEGIC PLAN
2019-2024



FOREWORD - CHAIRPERSON

As the current Chairman of Institute Football Club, I am both proud and privileged to be involved with a club that has such historic importance for this city. Initially formed in 1905, and having progressed through the junior and intermediate levels of Northern Ireland football, we are now a respected and viable Premiership club. However, I still believe that we have not fully realised our true potential. It is true, that in recent years we have established a reputation for producing attractive and entertaining football and demonstrating exceptional resilience in the face of considerable adversity.

Nonetheless, it is only through the constant development and maintenance of a positive and progressive approach that we can continue to facilitate the dreams and aspirations of our players and supporters for generations to come.

The 5 year plan outlined in this document is intended to provide a clear and concise overview of what we want to achieve in the short to medium term. It will help to consolidate and build on what we have achieved thus far so that we provide a valuable legacy and a strong base for the long term future of the club.

Whilst there are undoubtedly challenges ahead and the road may not always be an easy one, a clear focus and constant adherence to our primary objectives will provide the foundation for future success both on and off the pitch. These objectives include: A strong belief in the value of people and community as the basis for all that we do. A commitment to the identification and facilitation of the inherent potential of everyone involved with or connected to our club. A burning and unwavering desire to play attractive and entertaining football at the very highest level and to provide our young people with a quality coaching and playing environment that will enable them to avail of those opportunities.

I commend this plan to the club and I encourage anyone who would like to play a part in its delivery to contact us by email at institutefootballclub@gmail.com



Bill Anderson
Chairman

SETTING THE SCENE

Institute FC has come through one of the most challenging periods in the club's history, the loss of our home ground 'the Riverside Stadium' in the August 2017 was an emotional time for all concerned with our club.

This was our home for 37 years, our volunteers and committed members had worked tirelessly to transform the Riverside into one of the best small stadiums in Northern Ireland.

However, with challenge comes opportunity.

On the field, in the face of adversity we won promotion to the Northern Ireland Premier League in 2017/2018. Off the field, we have built connections and relationships with people, businesses and organisations across the city of Derry~Londonderry and have been welcomed to the Ryan McBride Brandywell Stadium as our home ground in the 2018/2019 season.

This document now sets out a 5 year development plan for Institute FC. It represents a roadmap that will guide us as we seek to rebuild our home and our club and in doing so, laying the foundations for: a vibrant and sustainable club that achieves success both on and off the pitch, that is connected with the local community and provides quality opportunities for young people.

This plan is focused on 5 key goals to be achieved by 2024. Collectively, they capture our ambition both on and off the pitch



GOAL 1:
Our Home & Identity



GOAL 2:
Our Football



GOAL 3:
Our Youth



GOAL 4:
Our Sustainability



GOAL 5:
Our People, Community and Relationships



INSTITUTE FC – A BRIEF HISTORY

Institute Football Club was established as a Junior Football Club in 1905, affiliated with the North West Football Association for the 1905-06 season.

It continued up until the time of WW1, an era that included its most famous player, Billy Gillespie, who went on to International fame with Northern Ireland. Gillespie left Institute for Leeds City in 1910-11 before moving on to Sheffield United. After finishing his playing career, Gillespie came back to manage Derry City in 1932.

Little is known about Institute FC between the World Wars, but after the 2nd World War the name of Institute FC disappeared from local fixture lists and lay dormant for 16



years until it was resurrected by members of the Londonderry Boys Club in 1961.

It wasn't long before 'Stute started to achieve success, winning the prestigious Irish Junior Cup in 1969 following an 8-2 victory over Queens Park Swifts under the stewardship of Gilbert McLaughlin.

Following a decade of success in the North West Junior levels, Institute FC joined the Intermediate League in 1981 where home games would now be played at Drumahoe.

The club's first season at Intermediate Level saw them reach the Intermediate Cup Final, and although suffering a 2-0 loss to Chimney Corner, achieved entry to the first

round proper of the Irish Cup where we ran Coleraine close with a 2-1 defeat at the Showgrounds.

In 1996, Stute entered the B Division of the Irish League, this meant that significant works would be required to bring the grounds up to standard. A 'Grounds Development Committee' was established and the club's first 'development plan' was prepared.

By 1998, the club had erected security fencing at the ground, changing rooms, toilet facilities and hospitality and supporters' rooms. A new 300 seater stand 'the Billy Kee Stand' and floodlights were developed to coincide with the club's move to senior football.



INSTITUTE FC AS A SENIOR CLUB

2019 marks the 20th anniversary of Institute FC in the Irish League.

On 14 August 1999 the club played their first ever match as a senior football team. The match was at home to Bangor in the Irish League First Division.

In 2001/2002, Institute finished 2nd and gained promotion to the Irish League Premier Division for the first time under the guidance of Paul Kee.

The following represent notable achievements during the past 20 years:

8 OF THE PAST 20

seasons have been spent in the Irish League Premier Division, 12 as a First Division Club. We have achieved 4 promotions and suffered 3 relegations



3

First Division Championship titles have been achieved

6TH

is the highest ever league position in the Irish Premier League (2002-2003)

SEMI FINAL

is the best ever Irish Cup position achieved (2008-2009)

9

trophies secured including 1 Carnegie League Cup (2006/7), 2 Intermediate Cups (2013, 2016), 1 Craig Memorial Cup (2011), 5 North West Senior Cups (2002/3, 2010/11, 2011/12, 2016/17, 2017/18)

INSTITUTE FC – OUR PURPOSE & GOALS

This plan is built around the theme of:



PEOPLE

To achieve our goals both on and off the pitch we need the ongoing support, determination and commitment of people. We value and respect all of those who contribute to the development of our club from players, supporters, parents, coaches and volunteers. Without them, none of this can be achieved.



POTENTIAL

With challenge comes opportunity, we believe that we have the potential to reinvigorate the club from top to bottom, to develop structures and systems that will ensure our sustainability.



PERFORMANCE

At Senior and underage level we have performed admirably in the face of adversity. So too have our volunteers and committee members who have kept the club afloat. We have delivered before through the development of the Riverside Stadium and we will deliver again as we build and enhance the club.



The strategic plan for the period 2019-2024 is focused on 5 overarching goals.



GOAL 1:
Our Home & Identity



GOAL 2:
Our Football



GOAL 3:
Our Youth



GOAL 4:
Our Sustainability



GOAL 5:
Our People, Community and Relationships



GOAL 1 OUR HOME & IDENTITY

We are humbled by the welcome and support we have received at the Ryan McBride Brandywell Stadium and appreciate & value the goodwill, friendships and supporters we have gained. But our home is in the Waterside.



OUR GOAL

BY 2024 WE ASPIRE TO DEVELOP A NEW FIT FOR PURPOSE FOOTBALL STADIUM AND COMMUNITY HUB THAT IS EMBEDDED INTO THE FABRIC OF THE LOCAL COMMUNITY AND ATTRACTS OUR NEW SUPPORTERS AND FRIENDS FROM THE CITYSIDE



WHERE WE ARE NOW

On 22nd August 2017, our home at the **Riverside Stadium** was deluged by 7ft of water. We played 1 out of 32 matches 'at home' during the 2017/2018 season but still lifted the First Division Title. A Japanese knotweed infestation (that was washed up from the river Faughan) means that we need to find a temporary new home.

We currently play senior home matches at the **Ryan McBride Brandywell Stadium** whilst our youth teams use a multitude of local authority and private pitches for matches and training.

WHERE WE WILL BE

We have been engaging in consultation with a range of stakeholders about a potential relocation. This has led to the development of draft concepts for a new multipurpose community stadium and facilities. These facilities will host training and matches for all sections of the club and be open to the community for wider use.

We thank all those that have offered support, advice or contributed to the discussion to date including Clooney Community association, Bond St Community Association, Lincoln Courts Community Association, Clooney Residents Association, Lincoln Courts F.C., CKU F.C., Brigade CC, Glendermott CC, Orange Order, North-West Cricket Union, Dept for Communities, Derry City and Strabane District Council, Northern Ireland Executive Office & Foyle College. This consultation will expand and continue.

MILESTONES AND KPI'S

- Consultation and Engagement with all stakeholders – Ongoing
- Agreement on preferred development option and security of tenure secured by September 2019
- Business case completed and planning permission secured by September 2020
- Funding secured and Contractors procured by September 2021
- Stadium and facilities operational by August 2022



GOAL 2 OUR FOOTBALL

We are proud of our achievements on the pitch, reaching the premier league against all odds and we want to stay there.



OUR GOAL

BY 2024 WE WILL BE AN ESTABLISHED AND COMPETITIVE PREMIER LEAGUE TEAM, CONSISTENTLY COMPETING FOR THE TOP 6 AND CHALLENGING FOR EUROPEAN FOOTBALL AND CUP COMPETITIONS.



WHERE WE ARE NOW

As of the 2018/2019 season, we are a Danske Bank Premiership Team, we have secured our premiership status for the 2019/2020 season and are competing to finish in 7th place and thus securing a European Playoff Place. We have developed a reputation for playing quality, attractive football.

Some facts about Institute FC as a Premiership team:

- 6TH** is the highest final position for an Institute Team in the premier league in 2002-2003
- 13** is the highest number of wins achieved in any premier league season in 2008/2009
- 47** is the highest number of goals scored in a premier league season 2008/2009
- 48** is the highest points total achieved in a premier league season in 2008/2009
- 41** is the lowest number of goals conceded in a premier league season (2007/2008)
- SEMI FINAL** is the furthest we have reached in the Irish Cup
- Since entering the Irish league, we have played **8 SEASONS OUT OF 20** in the Premier Division
- QUARTER FINAL** is the furthest we have reached in the League Cup

WHERE WE WILL BE

We want to improve on all statistics and achievements over the next 5 years not just in relation to our premiership status.

We want to build on our reputation for playing attractive football where possible by recruiting management and coaching staff with a similar outlook and philosophy, and promoting the use of young, driven, local players to provide them with a chance to display their talent at premiership level.



MILESTONES AND KPI'S



Premiership status and license retention



Year on year improvement on final league position and points tally



Notable achievements in cup competitions (semi-finals/final)



Introduction of Female football teams to Institute FC

GOAL 3 OUR YOUTH

Sport should be an outlet for young people across the City and District, we therefore aspire to provide opportunities for young people to participate, learn and develop through football.

We are passionate about young people and therefore a central pillar of this plan is to invest in and develop an outstanding youth academy.

This will only be achieved by investing in, developing and supporting a pool of qualified, motivated coaches who share the same enthusiasm and passion for youth development as us.



OUR GOAL
BY 2024 TO HAVE AN OUTSTANDING YOUTH ACADEMY THAT IS UNDERPINNED BY A COHERENT COACHING AND PLAYING PHILOSOPHY



WHERE WE ARE NOW

Our current youth academy currently incorporates:

2 under age (6-12yrs) teams playing in IFA and HGF Small Sided Games

U12 team playing in regional league. (D&DYL)

U14 team playing in regional league(s). (D&DYL - Summer) and (HGFYL - Winter)

U17 team playing in regional league. (HGFYL)

U18 team playing in NIBFA National League

U20 team playing in NIFL Academy League

Across our underage and academy teams we currently have:

40
Kids playing aged 6-12

80
Children & young people aged 12-18 playing regional and national league football



22
Young people playing in NIFL Academy league aged 18-20

14
Volunteer coaches supporting our underage and academy teams

4 A-License Coaches
8 B-License Coaches
2 C-License Coaches



WHERE WE WILL BE

By 2024 we will have an outstanding youth academy that is underpinned by a coherent coaching and playing philosophy.

Our coaches will be supported with coach education

We will improve and coordinate our fundraising efforts by establishing a semiautonomous company limited by guarantee with charitable status and by linking to enhanced commercial activity at the club.

We will increase the number of teams to ensure participation opportunities for young people We will connect with local teams to build mutually beneficial relationships and player pathways to and from senior football

MILESTONES AND KPI'S

- Appointment and retention of a youth coordinator
- Year on year increase in the number of academy teams competing across relevant leagues and competitions including NIFL, D&D, National League, Foyle Cup
- Year on year increase in the number of coaches and on the level of qualifications held by each coach
- Establishment of a limited company with charitable status to drive all youth activity and enable access to grant funding by September 2019
- The number of academy players progressing into the first team squad year on year
- % increase in participation at school, community and seasonal coaching programmes and at mini soccer activity



GOAL 4 OUR SUSTAINABILITY

We need to be creative and inventive in how we generate income to allow us to compete. Our aspiration is to secure a competitive annual operational budget for the club through innovation in sponsorship, fundraising, new financial streams and social economy. We also hope to increase our regular supporters through better integration within the local community and by retaining our new supporters from the Cityside.

OUR GOAL



BY 2024 TO SECURE A COMPETITIVE ANNUAL OPERATIONAL BUDGET OF CIRCA £300,000 THROUGH INNOVATION IN SPONSORSHIP, FUNDRAISING, NEW FINANCIAL STREAMS AND SOCIAL ECONOMY.

WHERE WE ARE NOW

We have historically relied on the hard work and commitment of volunteers to fundraise and generate income to support the sustainability of the club.

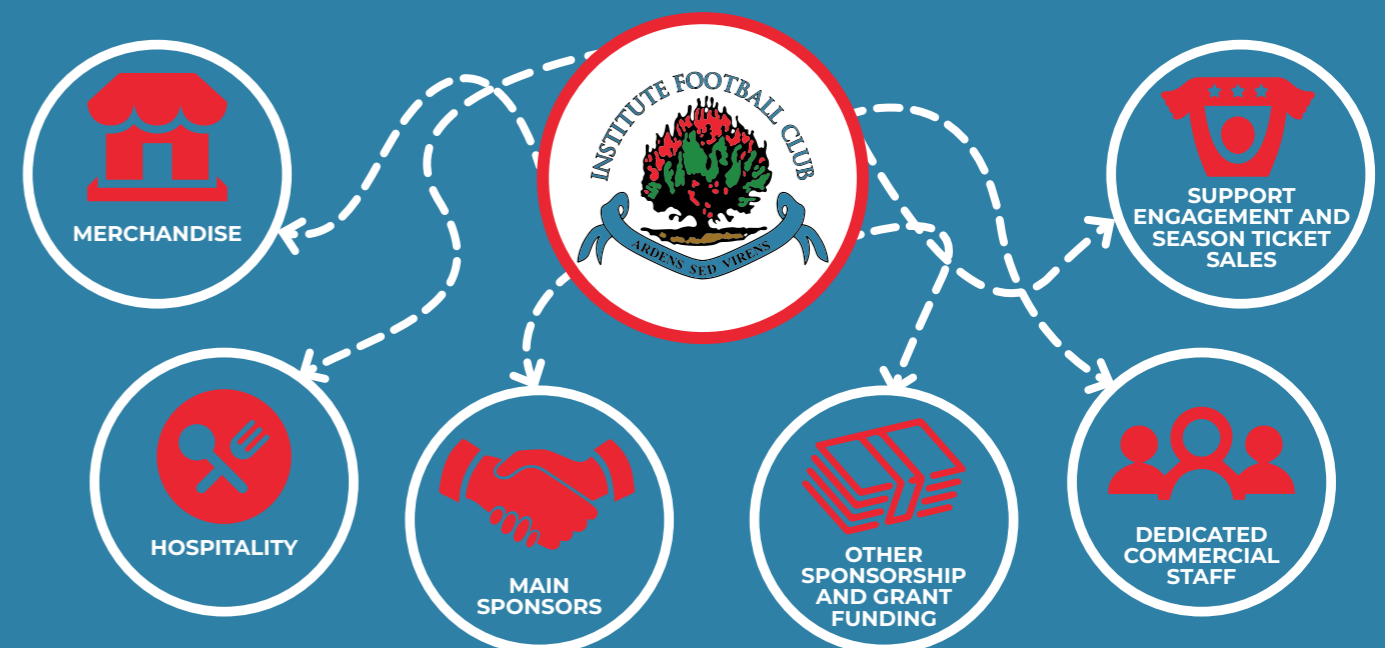
We have been operating without a main sponsor for the past [INSERT NUMBER] of seasons, placing a significant burden on fundraising efforts. This was compounded by the August 2017 floods and the subsequent strain placed on committee members. As a result, income generation and fundraising activity has been 'ad hoc'.

Our main fundraising source is Country Comes to City and we are thankful for the ongoing support of this event.



WHERE WE WILL BE

We will be innovative in how we generate income and work collectively with sponsors, funders and other partners to deliver annual budgets that allow us to deliver on our plan. This will include:



MILESTONES AND KPI'S


- Main sponsor secured and retained annually from 2019/2020
- To appoint a full time commercial/general manager to deliver the functions of the commercial subcommittee by 2020
- Year on year increases in income generated and on annual operating budget
- Year on year increases in season ticket sales and match attendances
- Increase in the number and diversity of income streams at the club



GOAL 5 OUR PEOPLE, COMMUNITY AND RELATIONSHIPS

Our club has always been about people, it has survived because of the efforts and commitment of our volunteers and with the support of the local community & partners.

OUR GOAL



BY 2024, TO BE EMBEDDED INTO THE LOCAL COMMUNITY WITH IMPROVED CONNECTIONS AND ENGAGEMENT WITH SUPPORTERS, PARENTS, VOLUNTEERS, ORGANISATIONS AND STATUTORY AGENCIES.

WHERE WE ARE NOW

As with many clubs, we are reliant on the commitment of a small number of volunteers, many of whom are fulfilling multiple roles.

We do not have a dedicated Public Relations Officer or Supporters Liaison Officer. Our digital media presence is reasonable with restricted resources and attention.

We have a functional website, 3,308 Facebook followers and 6,155 Twitter followers but activity is ad hoc and uncoordinated.

We have improved how we engage with the local community and with other organisations, primarily in relation to our capital plans – but there is still room for improvement.

WHERE WE WILL BE

We want to build connections and affinity with Institute FC through player, parent, support and community engagement

We want to enhance our relationships and partnerships with the local community, the footballing community and with statutory agencies

We aspire to improve our online profile including social media, web and local/national media coverage to promote our work and connect with our people and communities



MILESTONES AND KPI'S

- Appointment and retention of a club PRO
- Year on year improvement in web analytics including social media followers, website visits and content exposure
- Year on Year Increase in the number of 'registered supporters' on a supporter's database
- Proportion of supporters and organisations that report feeling engaged and connected to Institute FC (via consultation survey)





IMPLEMENTATION

These goals can only be achieved through time, effort and commitment of volunteers and a robust management and governance structure with clear roles and responsibilities. This will be achieved through the development of appropriate sub committees including:

- THE EXECUTIVE COMMITTEE
- COMMERCIAL COMMITTEE
- YOUTH DEVELOPMENT COMMITTEE
- GROUND DEVELOPMENT COMMITTEE
- MATCH DAY COMMITTEE

Each committee will work towards its high level, long term goal. Decision making within each subcommittee will be aligned to and informed by this goal, thus becoming its purpose and function.

Each committee will have an appointed 'lead'. This individual will be responsible for recruiting other members (not necessarily members of the full board) to support with key tasks and actions.

Each 'lead' will report back to the board on a monthly basis against key milestones, issues and challenges.



Derry City & Strabane
District Council

Comhairle
Chathair Dhoire &
Cheantar an tSratha Báin

Derry Cittie & Stràbane
Deistrick Cooncil