

Vision & Strategy (Road Map) 2021 - 2024



FOREWARD

Traditionally, and in line with the practice in sports clubs in Ireland generally, Inter Kenmare FC has been managed on a season by season basis. However, because of the proposed facilities development at the club and with more demands of various types on the Club it is considered vital to draw up a longer term Strategic Plan to make the future of the Club more sustainable. The plan articulates the type of ambition which would have guided the management of the club for some time. However, after broad consultation with all interested parties, it sets down for the first time the overall ambition or vision that we all hold for Inter Kenmare FC and sets out in a structured way by way of specific objectives how we see that ambition being achieved. Performance indicators with deadlines are set down so we can judge the progress over the three-year timeframe of the plan.

WHERE WE ARE AND WHERE WE ARE GOING

Founded in 1985 Inter Kenmare was originally known as 'Templenoe Tigers'. The team had a truly international feel to it including players from Holland, England, Germany and of course Ireland. In 1989 the club changed its name to Internazionale in honour of its multi-cultural origins.

For a period of its history the club led a nomadic life, moving to various locations around the Kenmare area, before setting a semi-permanent base in Gortumullen on the Sneem Rd. This remained our home for a number of years before a need to expand and improve our facilities pushed us to up stakes again and purchase just over 3 hectares of land in Dromneavane on which we have built two full sized playing pitches and a clubhouse.

The club currently fields teams from under 11 to senior; boasting two men's senior teams, a ladies' team and underage teams at U11, U12, U13, U14, U15, U16, U16 & U17. We also have an academy for boys and girls between the ages of 5 & 9 which runs for 38 weeks of the year taking part in various blitzes throughout this time. Every year we endeavour to field teams at every age group possible. We consider ourselves to be a community club with no parish, gender, nationality, colour or creed favoured over another, we are a soccer club with our only goal being to ensure that every person who wants to play and enjoy soccer can be afforded that opportunity.

'Football for Everyone' is the next chapter in the story of Inter Kenmare FC. It is about how we will continue to deliver the ambitions of those people who met 35 years ago and their belief that football would add value to their community. But the next chapter is also about much more than just local football. It is about the opportunity that the changing landscape of Irish football will bring. It is about providing a player pathway from Under 5's to Senior football and beyond. It is about providing football for boys, girls, senior men, senior women and those with Special Needs, all based in a world class facility in Dromneavane.

We will create a club that everyone will be proud to call their own. This document describes our vision and our strategy.

THE BIG 3

Our 3 BIG MOVES for the next 3 years that will ensure success both on and off the pitch.

Big Move Number 1: Top Class Facilities For All

We need to plan and deliver facilities that will enable each part of Inter Kenmare FC to deliver on its objectives. The key priority is a new all-weather facility, car park and access road. This facility will benefit all members of the club and give everyone a place to call home. It will become a hub of activity for the community.

Big Move Number 2: Greater Resources

The capacity to action our plan depends on our ability to grow the financial resources and human resources that we have available to us. Key priorities include: growing our volunteer base, growing our commercial revenues, maximising stakeholder support and developing an effective fundraising strategy. This will lead to improved support for all members of the club and let us offer the best community club we can.

Big Move Number 3: Success

We want all of our members and teams to achieve success. However, success does not always mean trophies. We want every team in the club to set themselves a realistic, achievable goal at the start of each season. We are committed to creating the conditions to give each team the greatest chance of achieving their goals.

INTER KENMARE FC – THE FOUNDATION

Building a football club is like building a house. You don't put the roof on first. You must build a solid foundation, and lay blocks that will support your vision.

Our Vision – Football for Everyone

Football Pillars – The Academy / Underage Teams / Senior Teams / Special Needs (Football for All)

Support Pillars – Communications / Commercial / Governance / Operations / Financial / Development

The Inter Kenmare FC Way – Community / Ambition / Belief / Opportunity

Purpose – To provide the opportunities for all to develop their full potential, at all levels of the game of football, in a sustainable and successful community based club

THE INTER KENMARE FC WAY

Our Values	Defining Actions
To create an environment of inclusion. Football for Everyone	We represent every club member with pride We work together We work for each other
Commitment to the pursuit of excellence in all we do	We continuously demand and give the best to each other
To be respectful, open, honest, and to behave with integrity at all times	We believe in what we are doing We believe in why we are doing it We believe we will succeed
The Founding members wanted to create a community club which everyone could be part of	We provide football for all We create opportunities for all members to develop and grow to their full potential

FOOTBALL DEVELOPMENT PILLAR (PRIORITY ACTIONS)

- Filling the following roles; Child Welfare Officer/Liaison Officer (2 Roles) and ensure that all coaches and volunteers have the required vetting by Q2 2021
- Appoint a Director of Football Q3 2021
- Implement a coaching schedule for all teams at all levels, enabling players to achieve their maximum potential in 2021/22
- Establish minimum coaching standards across all teams and develop a coaching pathway for all volunteers, facilitating their ambitions within the club Q3 2021
- Develop a player pathway so all players have the opportunity to continue their football activities within Inter Kenmare FC into their adult years in Q3 2021
- Run the annual 5 aside competition
- Activity per week;
 - Academy – 1 session per week + Blitz (Summer, X-Mas & Easter)
 - Special needs - 1 session per week + Blitz (Summer, X-Mas & Easter)
 - Underage teams – 2 training sessions, S&C from U14 and Upwards + 1 match day
 - Senior Teams – 2 training session, 1 S&C, 1 match day
- Explore and if deemed necessary and viable the option of paying FAI qualified coaches to deliver coaching sessions in 2022
- Develop a road map to encourage and recruit coaches of all ages to gain a minimum of a UEFA C Licence

SUPPORT PILLAR (PRIORITY ACTIONS)

Communications / Marketing

- Establish a communications committee Q3 2021
- Establish a communication strategy Q3 2021
- Deliver communication strategy in line with strategy agreed in Q3 2021
- Explore, create and deliver innovative sponsorship opportunities

Commercial / Fundraising

- Development of sponsorship/fundraising committee Q2 2021
- Develop a fundraising strategy for “All weather facility” Q3 2021 (with 5 to 15-year loan - it needs to have longevity)
- Launch fundraising strategy for “All weather facility” Q3 2021
- Development of an annual event calendar, led and delivered by fundraising committee in 2021
- Generate greater player and family engagement in fundraising - 2022

Governance

- Have terms of reference in place for all Pillars by Q2 2021
- Have an AGM & Elect Committee Q2 2021
- Have monthly committee meetings in line with our constitution
- Achieve “The Governance Code” by 2022 (A Code of Practice for Good Governance of Sport Organisations in Ireland)
- Get the FAI Club Mark – Entry Level Award Q4 2021
- Get the FAI Club Mark – 1 Star Club Award Q4 2022
- Ensure club is compliant with GDPR

Operations (Grounds & Facility)

- Development of an operations committee by Q2 2021
- Development of a maintenance programme for the club Q3 2021
- Deliver the annual maintenance programme
- Manage ongoing property matters as they arise
- Develop a programme for CE staff
- Coordinate with CE staff to ensure that programme targets are being met

Financial

- Enhancement and improvement of a robust and transparent financial system, with full finances made public in 2021. Accountability, fairness and transparency is at the core of everything we do whilst continually enhancing the prosperity and viability of the club
- Development of 1, 3 and 5 year budgets

Development

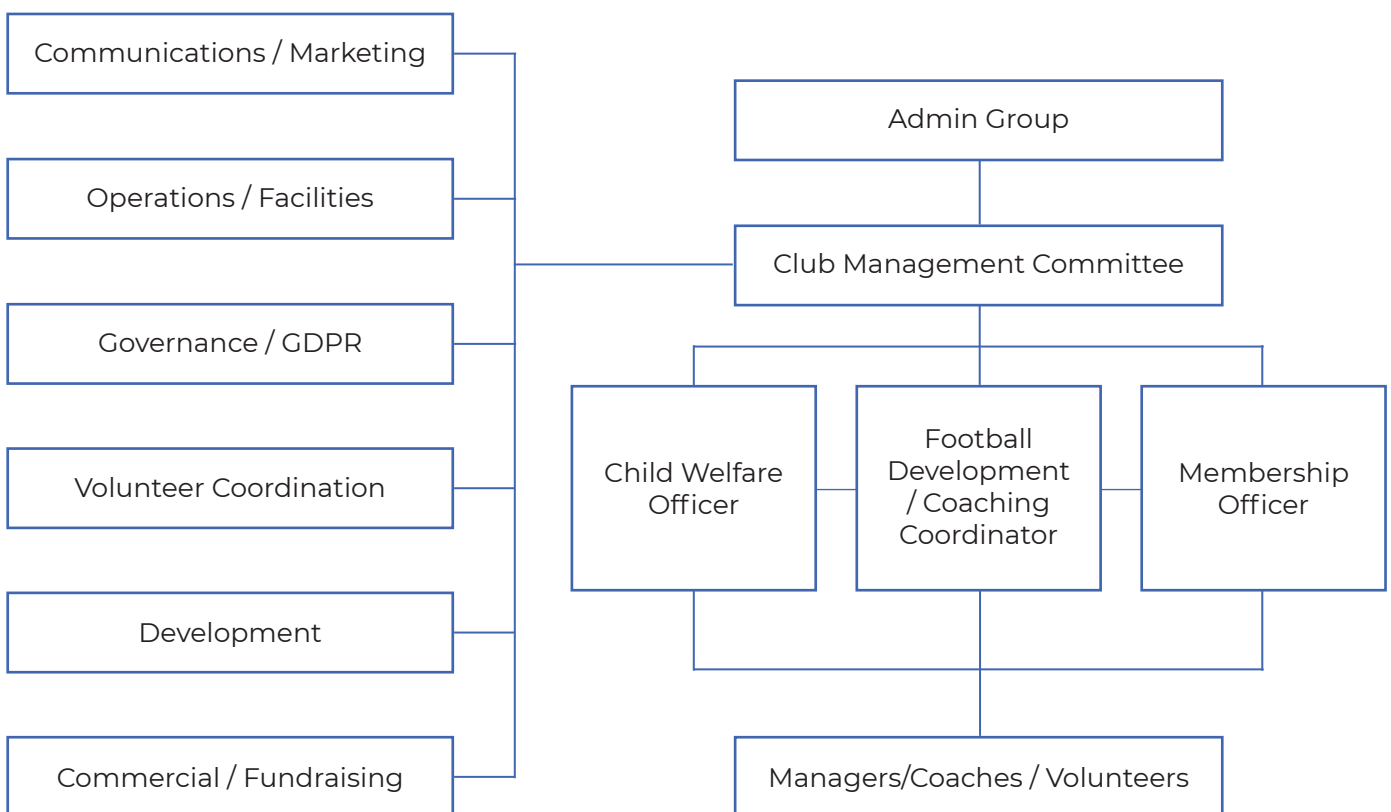
- Deliver remedial road works by Q2 2021
- Lodge Application for Sports Capital Grant Q1 2021
- Lodge documents to ensure 2018 Sports Capital grant are accessed Q3 2021 (this will be dependent on planning permission being granted)
- Construct an all-weather pitch by 2023
- Construct a car park by 2023
- Construct a hard top access road by 2023

Volunteer Coordination

- Recruitment & Retention of volunteers
- Training of volunteers
- Recognition & reward of volunteers

CLUB STRUCTURE

The structure of Inter Kenmare FC is designed to benefit the club and its members. The clubs structure maintains integrity and creates a path of accountability for every project and activity within the club. This ensures efficient communication between members, as well as the community.



NOTES ON THE CLUB STRUCTURE

1. The Admin Group is made up of the Chairperson, Secretary and Treasurer of the club, these officers are also on the committee.
2. The Chairperson of each support pillar and the Director of Football are members of the committee, this will ensure efficient and effective communication between the different support pillars, activity on the pitch, the committee and our community.
3. In addition to the roles indicated on the diagram there are other roles within the club, these include but are not limited to Child Protection Officer, Designated Liaison Person, Volunteer Coordinator/CE Scheme participants, Covid 19 Officer, H&S Officer (they were omitted for simplicity reasons).

TIME FOR TALKING IS DONE, IT'S TIME FOR KICK OFF....

We have a clear vision, with strong values and we have the strategy to make it all happen. If we all buy into this project, we will bring Inter Kenmare FC to a level not seen in Kerry football. There will be challenges along the way, but with support from everyone we will get there.

For now, we are focused on our 3-year plan, and we need your help to make it happen.

Three ways that you can help make this plan a reality for your community are as follows:

- Volunteer in any of the roles outlined
- Lend your expertise to assist the club in any area outlined
- Sponsor the club or give a donation to help us towards achieving our goals

If you can help in any way, please contact interkenmare2020@gmail.com
This is about "Football for All"

The contents of this document are a brief summary of a more detailed workflow chart that will be used in-house by the club.

Input was sought from all managers and coaches in the club. It is signed off by all persons who created it and have committed to executing its contents:

Sean Murphy, Colin Coady, Betty Cremin, Majella O Sullivan, Caroline Casey, John Granville, Jimmy O Sullivan, Donal Casey, Martin Cronin, Dan Keane, Alan O'Sullivan & Mike Gavin