

# OUR PURPOSE

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# ST MIRREN FOOTBALL CLUB

STRATEGY 2023







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# INTRODUCTION

## MISSION

Our mission is to be the best community centred development football club in Scotland.

## VISION

Our vision for St Mirren FC is to inspire, inform and engage our community; to empower our people to perform to the best of their ability; and deliver positive outcomes for the future of the club, both on and off the pitch.

## OUR PARTNERS

St Mirren FC is a majority fan-owned club through St Mirren Independent Supporters Association (SMISA) and one of Scotland's oldest and largest children's charities, Kibble, which is a significant shareholder and part owner.

The vision of the club aligns to the ethos of SMISA and Kibble, placing people and the local community at the centre of any decision-making.

Both St Mirren FC and Kibble have historical roots in Paisley and therefore the location and the people who live within the area are considered key priorities when measuring the club's success, on and off the pitch.

## OUR STRATEGY

A strategic plan has been formed to support the development of the core vision and mission of the club. This strategy is based around **Paisley**, our community and our environment; **People**, our staff, players and supporters; and **Performance**, both on and off the pitch. The strategy will align the operations of the club with the overall vision, supporting growth, revenue generation and club development. The document will evolve and be updated as and when required.

## OUR FUTURE

Change is never straightforward, and the change process requires a well thought out plan to ensure all stakeholders understand what changes are happening and why. In the past two years there has been significant change within St Mirren FC and it is fundamental for the future of the club that all those who are affected both understand the significance behind it, but are also willing participants.

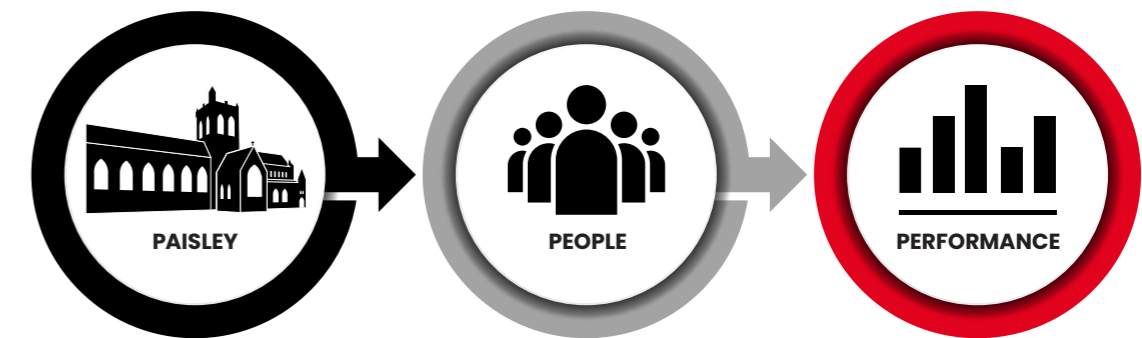
# OUR PURPOSE

St Mirren FC is more than a football team and a game played on the pitch for 90 minutes. The foundations are built on a community that we serve and support, a community that we want to improve and to help however we can. St Mirren FC evokes a sense of pride for the Paisley buddies and those who play for and work for the club. We are striving to continually improve the club in order to support **Paisley** residents and the surrounding community; to nourish and develop our **people** through a positive environment and a supportive culture; and to improve our **performance** through the team on and off the pitch. Further, we will support the stakeholders who contribute to the club through various avenues including sponsorship, volunteering and turning up to support the team week-on-week.

It is important that, for all stakeholders associated with St Mirren FC including SMISA, Kibble and other shareholders, players, staff, sponsors, fans and the local community, we create an understanding of why we are doing what we are doing, why we are moving in the direction that we are and why it will make a difference. We also have to agree and convey what St Mirren FC stands for, what significance it holds to all different stakeholders and what we are doing collectively to improve performance on and off the pitch, whilst we remain good neighbours and supporters of the local community and uphold the values and vision of the club.

To do this, we must understand the direction of travel the club wishes to take through its three key pillars – **Paisley, People** and **Performance**.

## DIRECTION OF TRAVEL | THREE KEY PILLARS



Focusing on these three key areas will provide the structure for development of the areas that the club is built on. These are the community in its widest sense, including the environment; the people who work and play for the club; and the performance on and off field.

Growth is a key factor of this strategy. We understand to grow the club, increase the revenue, to build a stronger team, to entice more sponsors and a high calibre of staff and players, we must invest time and energy into our community, our environment, and our culture. Focussing on the three pillars of: **Paisley, People** and **Performance** will allow us to transform the club into something stronger and more sustainable and build a new generation of fans to secure the future of St Mirren FC.



# PAISLEY

**“There is no power for change greater than a community discovering what it cares about.”** – *Margaret J. Wheatley*







*“Back in 1875 a group of young men from the north end of Paisley decided to form a sports club to compete in the local cricket and rugby leagues. Each member was to pay a subscription to ‘help meet the outlays’ of the club. They also sought the support of local businessmen and one such gentleman, a Mr Pollock, who owned a Yarn merchant in Underwood Road in the town offered to pay ten shillings to the club if they would name it after the Patron Saint of Paisley or some other name that would show the connection to the town. The club members immediately agreed, and the St Mirren club was founded”.*

*“Paisley is the largest town in Scotland. Its growth in the early 19th century was primarily through textiles (printing, bleaching, cotton thread) and the name ‘Paisley’ was given to the Kashmiri pattern of curving shapes found on silk and cotton fabric.”*

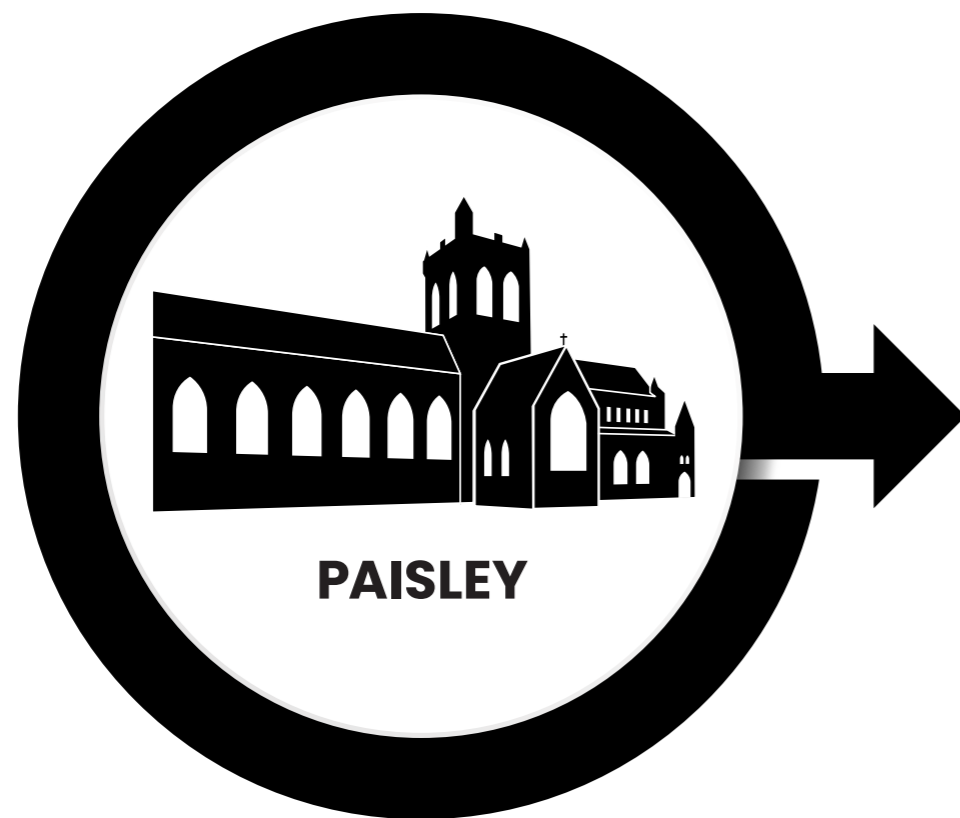


St Mirren FC has always been proud of its heritage, embedded in the community of Paisley for the last century. St Mirren FC’s ownership structure is unique in UK football. We are majority fan-owned through SMISA and are part-owned by Kibble, a local children’s charity who support children and young people who have experienced trauma. Our ethos will always be to represent the voice of our fans and what they want for the club. Consequently, both SMISA and Kibble share the motivation to support those within the local community.

Our Paisley heritage will always mean we are driven by giving back to the community and developing the club, to continue to bring Paisley together for our future generations.



## OUR 'PAISLEY' PILLAR ACTIONS



**SCHOOL ENGAGEMENT** | Our school programme allocates four season tickets to every single primary school in Renfrewshire. This promotes our commitment to our local community whilst creating opportunities to engage new fans who may not have previously shown an interest in football, or who may have supported another team. We want to encourage a new generation of fans, to bring more young people into the stadium. By involving ourselves at a primary level, this gives us the best opportunity to introduce new fans who will come along with their parents. The initial success of this programme has provided tangible outcomes including: children are coming back with their parents once they have used the school season tickets; they are paying for other games; they are buying merchandise in the shop. We have continued the momentum by introducing half season tickets to this generation which has seen a growth in sales from 50 tickets in the 21/22 season to 250 tickets in the 22/23 season. We believe by showing a commitment to young people in Paisley and the surrounding local, that we will reinvigorate other supporters who see we are trying to improve our fan base whilst supporting the local community.





**STREET STUFF** | Street Stuff is a partnership programme with Renfrewshire Council, St Mirren FC, Police Scotland, Scottish Fire and Rescue and Engage Renfrewshire.

Our multi-award winning Street Stuff programme provides a range of weekly activities, primarily in the evenings and at weekends, which are free to young people throughout Renfrewshire.

The programme will be celebrating 15 years of delivery in April 2024. Our diversionary approach has contributed to a sustained reduction in reported youth disorder and anti-social behaviour with activities including multi-sports, gaming (within our multi-purpose youth buses), community litter picks, as well as the wide range of current topical educational inputs, all of which are delivered by community staff from St Mirren FC. They also deliver additional sport and wellbeing activities, during school holidays, at various targeted locations throughout Renfrewshire with the provision of a Hot Healthy Meal which is free to all participants aged 5-14 years. Almost 16,000 attendances have been recorded for both core activities including additional activities during October, Festive and Spring breaks. The sessions are a great way for young people to get out, take part in sport and meet new friends in a safe and positive environment with the opportunity to access volunteer and employment pathways. A proud achievement over the last year is that 93% of staff reside within the Renfrewshire area and 25 volunteers completing over 2000 volunteer hours getting involved in a range of activities to support the programme.

A new engagement programme with primary schools in each of the 7 local partnership areas of Renfrewshire has also been very successful over the last year with over 2000 pupils involved in coaching sessions, healthy eating, exercise and other related areas of wellbeing and fitness. Activities are being delivered within selected schools including visits and information sessions from players who present the school with 30 tickets to attend the next home fixture. Our plan is to visit every school within Renfrewshire over the coming seasons. We will continue to find ways to engage with the future generations of fans, and this development is the start of a move to ensure we introduce future fans as early as possible.

In April 2021 Street Stuff joined forces with Council's wider Community Learning and Development Service which has opened up new opportunities. The programme has been enhanced and extended providing daytime activities in partnership with 8 high schools in Renfrewshire. The new Street to School programme includes educational awareness on behaviour within the school setting and the impact on the wider community and includes educational field trips to a range of historical locations as well as physical activity such as hill walks and other multi-sport activities. 70 young people per week are engaging with Street Stuff as part of the new programme.

We are working closely with the Street Stuff Manager and our partners in Renfrewshire Council to bring Street Stuff back to the forefront of our community engagement. It is a fundamental programme, and the results speak for themselves. Between supporting schools and supporting young people through engaging with them, and providing some with a much-needed hot meal, Street Stuff will be a focus to ensure people who live locally are better supported. Our aim is to increase awareness of Street Stuff amongst St Mirren FC supporters, ensuring fans are aware of the valuable work they deliver in our local community.



**ST MIRREN FC CHARITABLE FOUNDATION** | The club's official charity is St Mirren FC Charitable Foundation. Since the re-launch in November 2018, the charity has delivered a plethora of incredible programmes which have the Renfrewshire community's needs at the forefront. One only has to look at the Foundation's 2022 statistics to see the impact they have:

- 10'825 people engaged with
- 100+ volunteers
- 16 members of staff
- 500+ weekly participants
- 21 funding partners
- 25 delivery partners



The life changing work by the Foundation fulfills our key objectives, to answer the needs of our communities, and are aligned with the spirit of St Mirren FC's own 'Our Town Our Team' ethos, putting our people first. The Foundation's programmes pave the way for long-term, sustainable change whereby the people of Paisley and the local community feel empowered to live brighter, more hopeful lives with a positive outlook to the future. Football is a driving force in this community, it is a way for people to come together under a common cause and the Foundation utilises this perfectly through their programmes **Fit & Fed**, **The Changing Room** and **FFIT**; programmes created to tackle and improve child poverty, mental health, and physical well-being. The Foundation works to support people of all ages, capabilities, and backgrounds as we are entirely inclusive and fully aware, post-pandemic, of the need now more than ever to help empower our people and rebuild more resilient and resourceful communities.



The Foundation demonstrates this by continually introducing new programmes which fulfil community needs, their latest pioneering initiative **Menopause Goals** brings together women who will pave the way for positive action and conversation around menopause.

Developing such positive and purposeful partnerships with local authorities, third sector organisations, commercial partners and fans is a driving force for us and the Foundation, it is essential in helping us to choose the direction of our strategy going forward.

**We will continue to support the Charitable Foundation in delivering these community led programmes and provide support through various avenues.**

The Paisley community is the foundation of St Mirren FC, and the supporters of the club are the backbone. Promoting a strong community and supporting the local people is going to be a significant feature within future campaigns. The Foundation, Street Stuff, and other charitable work that the club engage in as part of the community will form prominent content throughout the season and be a focus of what we are aiming to achieve.







**FAMILY SEASON TICKET SAVINGS** | Bringing together families and encouraging them to support the team and the town through a great value family season ticket is a fundamental initiative to emphasise that everyone is welcome in our club and will form a key part of #OurFamily campaign.

**FAMILY MATCHDAY ENTERTAINMENT** | Matchday entertainment has proven popular with children and their families. Through support from dedicated volunteers and Street Stuff there are plenty of activities to entertain families before the match, including face painting and inflatables. There is also the popular Panda Club, run by the Foundation, that provides activities and the chance to watch the match from the Family Stand. This encourages young supporters to attend and spend more time at the stadium before the match. Further, we are connecting local children and local schools via competitions and initiatives to encourage participation with the club.



**HELP A BUDDIE** | The community spirit is being embodied and supported through some specific campaigns including Help a Buddie, where generous fans can support local community groups, charities, and individuals to come along to matches that they may not otherwise be able to afford. This has proved successful and will remain a fixture at the club in the coming seasons to allow as many people as possible to experience a complimentary game. This is about more than football; this is a lifeline to many and is something that we wish to continue to strengthen and develop.

The plan for 23-24 season is to introduce Help a Family, partnering and building closer relationships with local charities, to give family units the opportunity to enjoy a day out to one of our games, something that many cannot afford. Campaigns will be promoted throughout the season.





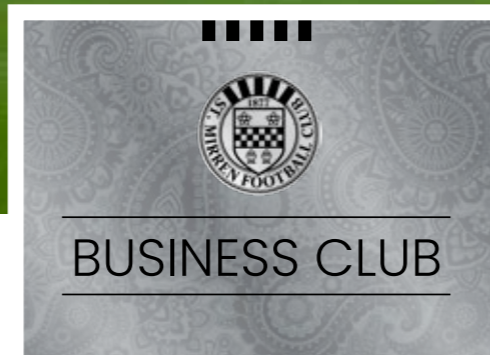
**EXCLUSIVE TICKET OFFERS** | The Grassroot group ticket offer provides affordable tickets to football teams and badged associations, as well as community groups, with a deal for 3 adults and 20 children. This offer has proved successful and is being promoted more widely than ever before. This will help to engage a future generation of supporters if they enjoy the atmosphere of being in the stadium on match days and supporting the local team. In the future we plan to work with local grassroots football leagues to widen the reach of the club to strengthen our brand awareness, engagement, and connections.

**COMMUNITY INITIATIVES** | St Mirren FC will identify chosen Paisley charities to support and work with throughout each season. We already support many local charities in bucket collections and foodbank and warm bank collections at the games. Further, we donate prizes for raffles and auctions to support local community fundraising. The support of charities will be more strategic to reflect the pertinent issues connected to our fan base.



**UNIVERSITY AND COLLEGE ENGAGEMENT** | We are working with University of the West of Scotland (UWS) and West College Scotland to develop strategic partnerships and strengthen our roots within Paisley. Collaborating with these further education institutions, which are embedded in the history of Paisley, allows us to support them and their students and to draw support from the talent of the future. We have been involved in student visits, question-and-answer sessions, projects and internships, and our plan is to continue to develop and grow these programmes. We believe these strategic alliances have mutual benefit within our sport science and football departments, our business support, and a pipeline for potential employees, whether this be in full time core positions or as assistance on match days. We want to work with these institutions to generate ideas that we can use to develop the club and grow our fan base and consider extraordinary income opportunities. We are tapping into a market of potential St Mirren FC supporters who may not have considered supporting the local team, even if they are not from this area.





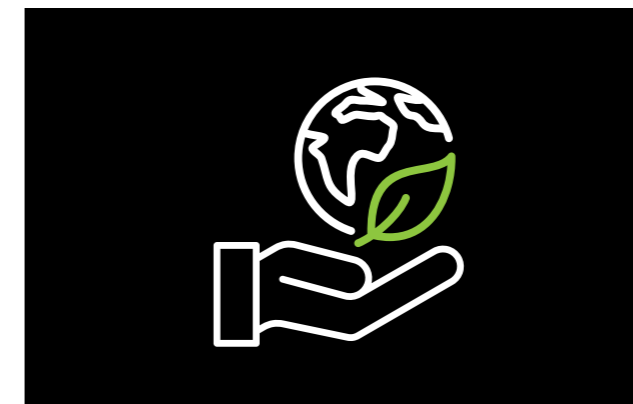
**LOCAL BUSINESS ENGAGEMENT** | We will work more closely with local businesses which will garner mutual benefits. This may be through sponsorship opportunities, support we can offer, and them investing in the club through championing us as the local team and through financial support. We will continue to grow our Business Club which is a good route into building relationships and connecting with organisations across Renfrewshire.

**THE WIDER ENVIRONMENT** | Our environment is an area that we take responsibility for. We have an environmental policy that we are continually developing including our Buddie Bin It campaign, co-developed with our volunteers.

We:

- encourage all fans to recycle
- aim to reduce our carbon footprint through our stadium
- plan to install electric car charging stations within the grounds of the stadium
- ensure Pie Sports, who run our kiosks, use recyclable materials in their packaging
- plan to reduce our emissions and become a green club
- ensure we are contributing to the positive effects of our environmental impact where we can

This area will become more pertinent in the coming years and we are taking action now to do what we can to support sustainability. We are working closely with the SFA and our volunteers to produce a long term carbon reduction plan. The surrounding environment within Paisley is important to us and we will continue to develop our strategies to protect it.





## SUMMARY OF KEY GOALS



<b>GOAL 1</b>	Increase Community Impact
<b>GOAL 2</b>	Strengthen Local Partnerships
<b>GOAL 3</b>	Build Brand Awareness

## PLANNED ACTION

### GOAL 1 Increase Community Impact

**ACTION 1** | Increase community outreach through our Street Stuff programme and support the Charitable Foundation in meeting their key objectives.

**INDICATORS OF SUCCESS** | Increase engagement of young people by 10% through Street Stuff and Charitable Foundation annually.



**ACTION 2** | Improve fan engagement to be inclusive, equal and provide the best match day experience for all. #OurFamily

**INDICATORS OF SUCCESS** | Via fan surveys and improvements in data capture, define our audience and ensure that we are inclusive and strive to increase diversity within fan base.



**ACTION 3** | Support local organisations and groups

**INDICATORS OF SUCCESS** | Through Help a Buddie provide 15 tickets per home game to local groups and organisations with the aim of supporting them and diversifying our fan base and introducing more local people to St Mirren FC.







**GOAL 2** Strengthen Local Partnerships

**ACTION 1** | Align closely with official charity partners who share the same core values and support them in achieving their goals. #HelpAFamily #HelpABuddie

**INDICATORS OF SUCCESS** | Secure one official affiliated partner that aligns closely with our community values, tying this up with our #HelpAFamily initiative and our #OurFamily campaign.



**ACTION 2** | Support and engage with all Primary and Secondary schools across Renfrewshire.

**INDICATORS OF SUCCESS** | Deliver and support programmes in every primary school in Renfrewshire over the next 5 years. Engage with all Renfrewshire high schools in the next year. Continue to deliver 208 season tickets to the primary schools to improve fan engagement and conduct an annual survey to continue to improve the experience.



**ACTION 3** | Align strategically with UWS and West College Scotland to create mutually beneficial partnerships.

**INDICATORS OF SUCCESS** | Aim to support one student project per institution annually. Host 3 on site seminars over the academic year to support relevant courses. Develop clear points of contact to support student internships across relevant departments with aim to provide minimum of 2 intern placements per year.







**GOAL 3** Build Brand Awareness

**ACTION 1** | Engage with local grassroots and school football to improve St Mirren FC's presence.

**INDICATORS OF SUCCESS** | Run free CPD event, with availability to all local grassroots coaches. Communicate with and support Paisley and District League. Ensure presence in school football programmes. Improve uptake of grassroots offer for tickets by 20% from season 22/23.



**ACTION 2** | Build closer relations with local businesses to provide mutually beneficial outcomes.

**INDICATORS OF SUCCESS** | Utilise local businesses to help deliver key club initiatives, promoting them and providing them with growth opportunities. Engage with 3 local businesses per annum. Increase local advertising revenue by 10%. Strive to promote key local partners through our #BehindTheSaints campaign.



**ACTION 3** | Ensure St Mirren FC builds a reputation as a leader in sustainability and environmental impact.

**INDICATORS OF SUCCESS** | Striving to be the first football club to be carbon neutral. Installation of solar panels and EV charging, as well as improving recycling channels. Support our volunteers in their endeavours to promote match day recycling.





# PEOPLE

**“The strength of the team is each individual member. The strength of each member is the team.”**

– Phil Jackson







Our people encapsulate the spirit of St Mirren FC. This includes our first team players, our academy players, our coaches and managers, our staff, our volunteers, our board, SMISA, Kibble, our sponsors, our fans, and any other stakeholder at the heart of the club.

We do our best to support our stakeholders and pride ourselves on ensuring that they receive the best from what we can provide. Our players and staff are at the centre of this. We are striving to be the best development club in Scotland, and to do this we have to support all ages and stages of players, and our staff, who ensure the players have the optimum opportunities and support to getting on the pitch.

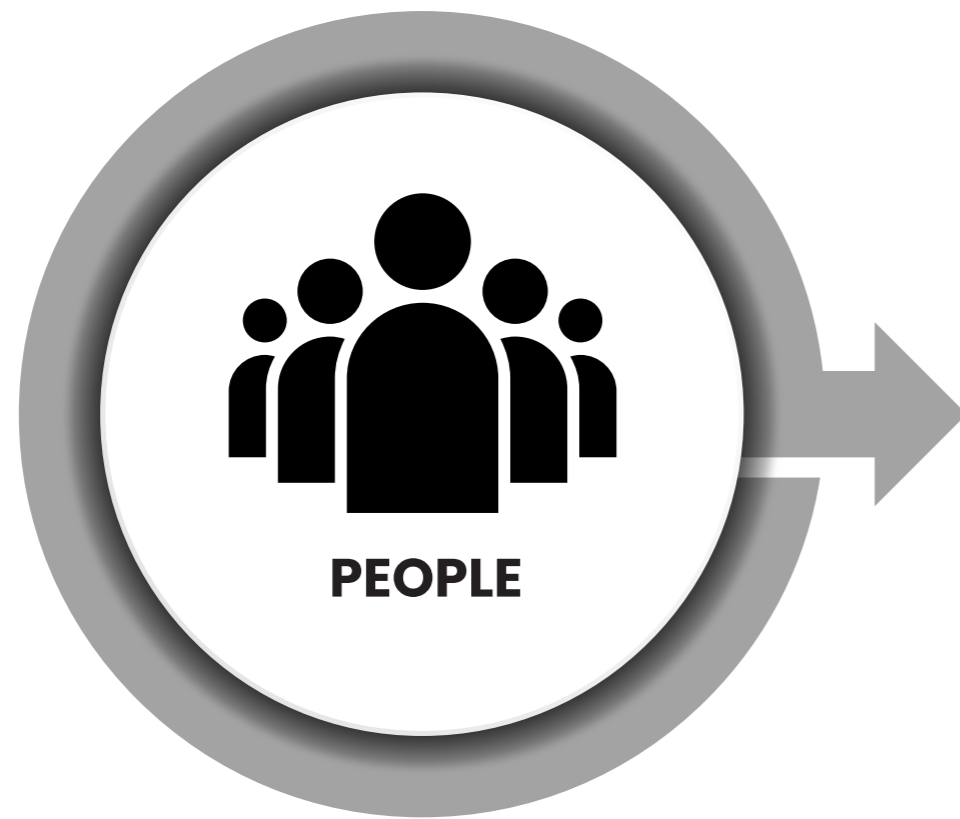
People are the backbone of St Mirren FC. The players on the pitch, and the first team management are what makes the club the success it is. Supporting them and allowing them to be the best team they can is the core function of the club. There are also the academy players and their coaches and staff, who are significant for the future of St Mirren FC, bringing on a wealth of players who can transition to the first team and move on to other clubs when the time is right. Support is provided by an operational team from the Chief Operating Officer (COO), the General Manager, to the team cooks, safety officer, ticket office staff, groundsmen and media. Without all of these people, the club could not function as a Scottish Premiership team. A welcoming and supportive environment is fundamental to instil a positive culture.

Investment in the people who work for St Mirren FC will create a worthwhile return on investment. If they feel supported and valued, they will be more productive and enthusiastic. Good morale will lead to an improvement in customer service which is key for any football club.

A club of this size cannot run without the support of volunteers and St Mirren FC have a network of supportive volunteers who do everything from being on the board, to fulfilling Supporter Liaison Officer (SLO) roles, to running match day entertainment, to cleaning and maintaining the stadium. These volunteers take pride in the support they provide to the club and it is important that they are recognised and championed.



## OUR 'PEOPLE' PILLAR ACTIONS



**EQUALITY AND DIVERSITY** | We are committed to promoting equality and diversity through training, making necessary changes to ensure all fans and stakeholders are catered for and welcomed, and to listen to those who don't often have a voice, especially within the context of football. Our equality and diversity strategy and action plan is allowing us to make changes to work towards achievable goals, to ensure that St Mirren FC is known as a club where everyone is welcome and there is zero tolerance to any sort of discrimination.





**LEARNING AND DEVELOPMENT** | Player and staff development is always a focus, through training and learning opportunities to better themselves for professional and personal gain. This in turn will improve the performance on and off the pitch and will boost motivation and morale in order to achieve the best for the club, with the resources we have available. We are running essential training programmes through Kibble’s KOOL online training, recommended training via the SFA, various college courses and we continue to explore avenues for training and development for the future.

There is a requirement for the staff to learn and develop and compulsory training has been implemented with an expectation all staff will complete it within a recommended time frame. This training will support personal development but will also support club requirements to meet certain training outcomes including equality and diversity, GDPR and fire safety.

Staff are being encouraged to apply for learning and development that will strengthen the knowledge for their role, allow for better organisation and management, better skills and understanding and ultimately better outcomes. Supporting their own progression, whether that be a future with the club or elsewhere is fundamental to St Mirren FC.

Annual Development Reviews will be undertaken to ensure each member of the team is working to their potential and they feel supported, encouraged and motivated. We must ensure the staff team is committed to working proactively to allow us to better support the team on and off the pitch.

**INVESTMENT IN PEOPLE** | Investing in supporting “our team behind the team” will create a more positive working environment and encourage us to be better employers and therefore attract a workforce who are both dedicated and feel supported.

**WORKING ENVIRONMENT** | Through improving the conditions in the buildings at the training ground, and at the stadium, we are creating a better environment to attract great people to work with us and play for us.

A positive and motivating environment allows for better creativity and productivity. If staff and players are comfortable and energised by their surroundings it will improve motivation and productivity, which in turn will provide better results. It allows for better efficiency, greater innovation and teamwork and collaboration.

**FOCUS ON WELLBEING AND INCLUSION** | Culture is key to a productive workforce. Providing better benefits addressing wellbeing and equality will ensure that the team on and off the pitch give their best. We have introduced development days and regular staff meetings are being utilised as creative and learning sessions, so that there is the opportunity for everyone to have their say and to develop their opportunities and future at the club.





## SUMMARY OF KEY GOALS



<b>GOAL 1</b>	Personal Development
<b>GOAL 2</b>	One Club Culture
<b>GOAL 3</b>	Telling Our Stories



## PLANNED ACTIONS

### GOAL 1 Personal Development

**ACTION 1** | Facilitate personal development within the staff team, and ensure compulsory training is undertaken.

**INDICATORS OF SUCCESS** | Ensure at least 3 key personnel undertake training pertinent to personal and role development within their department. Ensure operational staff team complete compulsory training as identified by KOOL.



**ACTION 2** | Create a clear and concise annual staff appraisal process, designed to support staff development, improve productivity and celebrate success.

**INDICATORS OF SUCCESS** | Implement and conduct annual appraisal with all key operational staff, with clear individual KPIs identified and incentivised to help support growth and improve productivity.



**ACTION 3** | Improve working relations and integration between staff through better communications, support and team work.

**INDICATORS OF SUCCESS** | Decrease single point of failure by ensuring there is knowledge sharing across departments, ensure an attendance of 80% at operational staff meetings conducted fortnightly and run at least 2 staff development days/teambuilding events annually.







**GOAL 2** One Club Culture

**ACTION 1** | Improve stakeholder engagement and relations including SMISA, Kibble, Volunteers, SLOs, Charitable Foundation, Street Stuff and groups such as Marching On, SMDSA and Fans Council to promote and encourage a consistent positive message.

**INDICATORS OF SUCCESS** | Aim to bring stakeholders together twice a year to discuss pertinent issues, promote idea generation and build relationships. Continue to be a voice for each stakeholder through St Mirren FC communication channels.



**ACTION 2** | Encourage departmental integration between the first team, academy, women's team and operational staff, ensuring mutual respect and everyone is working harmoniously.

**INDICATORS OF SUCCESS** | Encourage all staff to come together for meetings/team building/strategy updates and direction of travel twice a year. Ensure appropriate channels to allow all staff to have a voice via clear and open communication channels.



**ACTION 3** | Promoting equality, diversity and wellbeing, ensuring everyone is welcome within St Mirren FC, whether within the staff group or stakeholders and that everyone feels safe and supported.

**INDICATORS OF SUCCESS** | Aligning with the training and KPIs from the Equality and Diversity action plan, ensuring these are carried out throughout the year. Conduct annual staff survey to measure success and consider diversity based on the staff, player and supporter audit.







**GOAL 3** Telling Our Stories

**ACTION 1** | Introduce and develop “Behind the Saints” campaign to highlight the key people and groups that are fundamental in the operation and success of the club.

**INDICATORS OF SUCCESS** | Tell a “Behind the Saints” story every quarter and promote this widely through all communication channels to celebrate the dedication and support of these individuals.



**ACTION 2** | Promote the club through key marketing campaigns, using multimedia channels, in order to develop engagement levels and improve income generation.

**INDICATORS OF SUCCESS** | Increase brand engagement by 10% across key campaigns.



**ACTION 3** | Giving fans a voice and listening to their feedback, stories and ideas via the SLOs and fan groups, and further continually communicating with fans in an open and transparent manner.

**INDICATORS OF SUCCESS** | Continue to meet with the SLOs monthly and action any key issues. Further, continue to engage with fan groups.





# PERFORMANCE

**“If everyone is moving forward together, then success takes care of itself” – Henry Ford**







Our performance strategy outlines the club's goals, objectives, and methods for achieving success on and off the field. It considers every aspect of the club, including player/staff recruitment, talent development, elite environment development and departmental alignment. This performance strategy will help St Mirren FC maximise its potential, compete, and prosper at the highest level in Scottish Football. It will also enable the club to establish a culture of excellence and provide a concise plan and common goal that all stakeholders can work towards.

We believe by adopting this comprehensive and integrated approach, we can position the club for long-term success and establish a legacy of excellence that inspires future generations.





OUR 'PERFORMANCE' PILLAR ACTIONS



**ACADEMY/FIRST TEAM INTEGRATION** | For the first time at the club a plan is being implemented where the methodology from the first team and the academy will be merged. The academy will retain its core development syllabus, but this will now be augmented by a top-down influence from the first team. This will have particular benefit in the crucial transition phase of development between 15-18, where key performance indicators will be introduced for the first time specifically influenced by the first team. This ensures clear targets are set in the later stages of the players' academy journey and will provide a more concise landscape to benchmark and identify key talent in the academy.







**CONCISE RECRUITMENT PROCESS** | The on-going communication the football board provides will also bring clarity to the recruitment process. We will have regular input from our Head of Recruitment augmented by a clear academy projection, allowing for a more focused process. The result of this will be two-fold. First, it will allow for a more proactive and constantly monitored recruitment process for our scouts allowing for earlier and more targeted identification. Secondly, it will provide a clearly identified pathway for our staff to consider and our young players to take, with a constant 3-year projection allowing for clear Individual Development Plans to be created and reviewed by our key academy staff.

**STAFF INTEGRATION** | To give our young players the best chance of progressing in to the first team our staff must be aligned and collaborate as effectively as possible toward the clubs' goal. This will be achieved by key staff in both the academy and first team creating a "one club" football environment where knowledge share and crossover between departments becomes the norm, creating one football eco-system. This will be encouraged and monitored by key staff including the COO, the first team manager and academy director.

Key academy staff will plan and deliver some first team training sessions and vice versa. This crossover of staff will help to create a "one club" culture and provide a consistent voice and messaging throughout the football department. The consistent message and tone will complement the structure alignment in place. This structure alignment is not only confined to the football department. The performance of the team on the pitch is how the fans define us, but we have to perform off the pitch too. Our operational staff, who are "Our Team behind the Team", will also be crucial in the optimisation of our footballing pathway. Performance is directly affected by how motivated and connected the staff are, so ensuring they are supported, encouraged, listened to and communicated to on key aspects of the club's strategy and progress forms the building blocks of an efficient and improved performance.







**ELITE ENVIRONMENT** | Ralston and the SMISA Stadium are huge assets to the club. We will continue to invest in these areas in the future to help create an optimal environment for players and staff to develop. With help from SMISA and Kibble significant improvements have been made in recent times and we will strive to continue that progress. Key areas are the pitches, gym, analysis areas and offices. These aspects of our environment will be constantly monitored and benchmarked against other clubs and sports to help inform and improve where possible. We will also continue to invest in the support structures including catering, cleaning and admin to allow for the elite environment to function at its optimal level.

**WOMEN'S TEAM INTEGRATION** | We will continue to integrate the women's team into our club. The COO meets with the women's team manager on a regular basis to ensure progress is being made in this integration process. Regular in-service knowledge sharing events will take place with key staff from both environments, sharing best practice. We will also continue

to showcase the women's team at the SMISA stadium on a consistent basis, supporting the growth of the women's game; but also encouraging more women to connect with the club, whether it be to work in football, or attend St Mirren FC football matches, ultimately to feel supported and encouraged by the club.

**STRATEGY** | Performance is one of the clubs' fundamental pillars for growth. To help deliver this aspect of our new strategy we have set out essential steps above to achieve this. Key performance indicators, developed and monitored by the newly formed football board, will provide checks and balances to the development plans that are being delivered, with regular updates being presented to the club's main board. This will be integral to measuring specific football outcomes and the overall progress and success of the performance strategy.

Performance off the pitch within the operations team will also be measured to ensure the staff are motivated, encouraged and supported. Our team behind the team will be working to KPIs, including marketing and communications, seats being filled on match days, season ticket sales, kit and shop sales, hospitality guests, sponsorship and other commercial opportunities. This will provide a sustained focus and a foundation of the goals they should work toward, and further build their connection to the overall club goals being set.

This will be complemented by reviewing regular feedback from key stakeholders including fans, club SLOs, volunteers, SMISA and Kibble. This strategy will continue to invest and grow on the good work that has already been carried out at the club to deliver a fully aligned, concise and clearly communicated plan that will optimise the clubs' resources and help St Mirren FC become the best community and development club in the country.



## SUMMARY OF GOALS



<b>GOAL 1</b>	“One Club” Alignment of Football Strategy
<b>GOAL 2</b>	Create Elite Performance Culture and Environment
<b>GOAL 3</b>	Team Performance



## PLANNED ACTIONS

**GOAL 1** Alignment of Football Strategy

**ACTION 1** | Implementation of Football Board.

**INDICATORS OF SUCCESS** | Monthly meetings with representation from all football departments, to help deliver one club strategy.



**ACTION 2** | Increase staff integration across football departments.

**INDICATORS OF SUCCESS** | Time spent in each environment including first team to academy and vice versa and girls and boys academy and vice versa.



**ACTION 3** | Increased first team influence into academy syllabus.

**INDICATORS OF SUCCESS** | Visual improvement and tactical implementation of key first team principles on a sliding scale, disseminated through academy teams. This will cover technical and physical aspects of player development. This will be monitored on a monthly basis by the football board.







**GOAL 2** Create Elite Performance Culture and Environment

**ACTION 1** | Improving and maintaining club facilities and equipment across all premises, to provide an elite environment across all club operations and departments.

**INDICATORS OF SUCCESS** | Increase value of facilities and inventory, improved staff and team morale and encouraging new staff and players.



**ACTION 2** | Aim to attract and invest in and develop high quality staff who are committed to co-creating a collaborative, high performance culture.

**INDICATORS OF SUCCESS** | Low staff turnover, increase in productivity and KPIs.



**ACTION 3** | Maintain all domestic and European club licences at the highest level.

**INDICATORS OF SUCCESS** | Awards from SFA – Achieve Elite CAS, Domestic and UEFA Licence annually.







**GOAL 3** Team Performance

**ACTION 1** | Strive for men's top 6 finish and for women's team to be promoted and reach latter stages of major cup competitions.

**INDICATORS OF SUCCESS** | Finishing position in league and cup performance, promotion for Women's team.



**ACTION 2** | Achieve optimal player recruitment process.

**INDICATORS OF SUCCESS** | Overall squad value increasing year on year, utilisation of key technology and data platforms to help identify key targets.



**ACTION 3** | Improving academy player integration in the first team squads through the implementation of individual development programmes.

**INDICATORS OF SUCCESS** | Number of academy players in the first team squad or on developmental loans. Money from academy players improving year-on-year.







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