



OUR PURPOSE

ST MIRREN FOOTBALL CLUB

IMPACT REPORT 2024



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EXECUTIVE SUMMARY

In October 2023 we set out our plan to support the development of the core vision and mission of the club with the launch of “Our Purpose” club strategy document. This impact report charts the progress we have made since the strategy’s launch, highlighting some key areas of progression within our key pillars and signposting some further development opportunities in our core mission to become *The **best community centred, development football club in Scotland.***

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 strategy is therefore anchored on our key pillars, **Paisley**, covering our local community and environmental impact; **People**, development of our staff, players, volunteers and supporters; and our **Performance**, both on and off the pitch. These pillars align the operations of the club with the overall vision, supporting growth, revenue generation and club development.

This impact report highlights key initiatives, achievements, and future goals across these key pillars. It reflects on the hard work and dedication of everyone involved at St Mirren and serves as a roadmap for our continued growth. As we move forward, we remain focused on our purpose: to be a club that not only excels in football but also leads with integrity, purpose, and a strong connection to our local community.

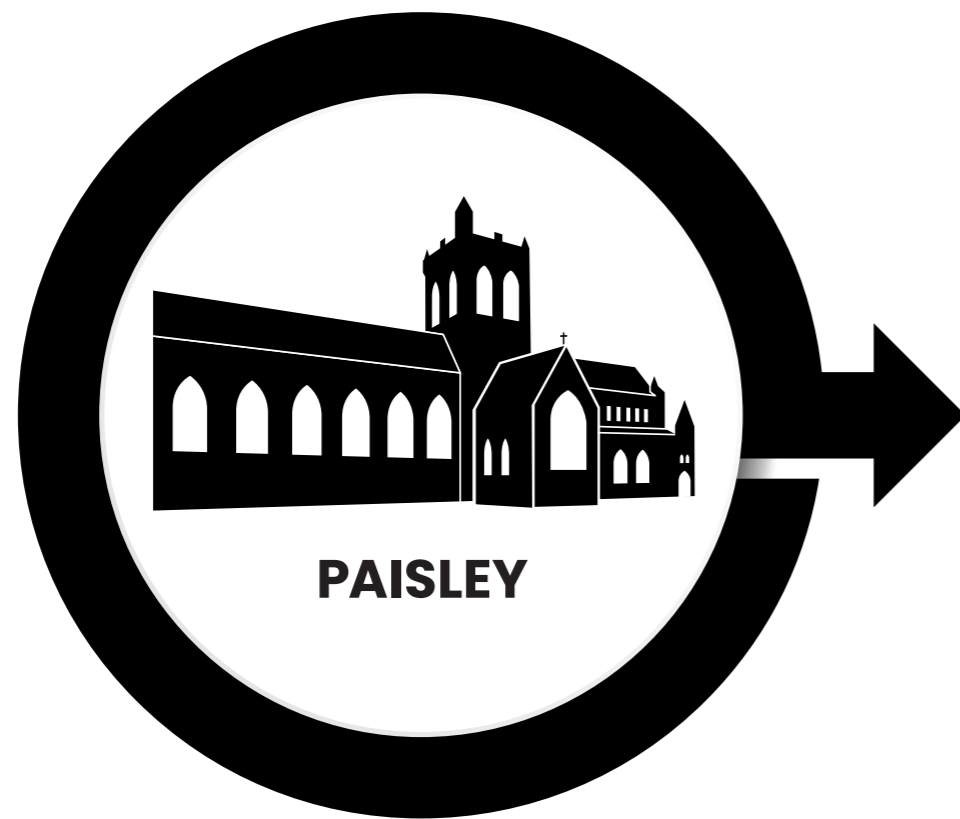
This is just the beginning, and we look forward to continuing this journey with you all.

PAISLEY: OUR COMMITMENT TO COMMUNITY



OUR 'PAISLEY' PILLAR

For the past 12 months we have strived to work toward our community-based goals, which have focussed on strengthening our ties within Paisley and the surrounding area and underscores our commitment to positively impacting the local community, playing a pivotal role in its social and economic development. We are dedicated to being a force for good in Paisley, supporting local businesses, fostering social development, and engaging in initiatives that improve the well-being of our local residents. This pillar reaffirms our role as a vital part of Paisley's cultural and economic fabric and future.



SUMMARY OF KEY GOALS



GOAL 1	Increase Community Impact
GOAL 2	Strengthen Local Partnerships
GOAL 3	Build Brand Awareness



GOAL 1: INCREASE COMMUNITY IMPACT



STREETSTUFF | Now in its 15th year, our flagship community programme, in partnership with Renfrewshire Council, continues to function as a crucial initiative to reduce anti-social behaviour and promote positive futures among young people across Renfrewshire. The programme continues to evolve to meet the changing needs of the area, supported by analytical data to ensure that it is making positive change for good. Further, the programme has been integral in delivering our school engagement initiative.



ST MIRREN FC CHARITABLE FOUNDATION | St Mirren Charitable Foundation is committed to implementing positive change within our community. Through tailored initiatives such as ASN, Fit & Fed, FFIT, Football Memories, Off The Bench, and Menopause Goals and many others, they have supported children as young as four to seniors, each with varying abilities and needs. This marks a significant increase from 2023, a growth we are incredibly proud to support, as the Charitable Foundation continue to make a meaningful difference in local people's lives.



FAN DIVERSITY AND DATA CAPTURE | Through our **Everyone is Welcome** campaign, we have promoted inclusivity across all areas of St Mirren, with the intention of increasing the voice of underrepresented groups within our fanbase and workforce. Our community initiatives now engage more individuals from diverse backgrounds. We continue to work closely with our ticketing partners to deepen our knowledge of our diverse fan base through improved data capture.

OUR "HELP A BUDDIE" INITIATIVE | This has proved to be a massive success in engaging community groups to provide tickets to those who may not be able to otherwise attend a match. The generosity of our fans has supported this initiative, and we are pleased to have given away an average of 15 tickets per game to the community including Erskine Hospital, Brightest Star, RAMH, Men Matter Scotland, Ralston Day Centre and Renfrewshire Foodbank.

GOAL 2: STRENGTHEN LOCAL PARTNERSHIPS



OFFICIAL CHARITY PARTNER | We have been working closely with Home-Start across multiple campaigns including engaging fans to consider volunteering through storytelling and case studies, collecting toys, selection boxes and Easter eggs to provide to the families supported by the charity, bucket collections to fundraise towards supporting vulnerable families, and boosting engagement through our own fan base.



SCHOOL ENGAGEMENT PROGRAMME | We have partnered with over 10 local primary schools, engaging with hundreds of pupils, as we strive to work with every primary school in Renfrewshire over the next 5 years. Through player visits, and football coaching sessions, delivered in conjunction with StreetStuff, we are fostering strong relationships with the young people across Paisley and Renfrewshire. Further, we have delivered 208 season tickets to all Renfrewshire Primary Schools. This engagement has had a positive effect with attendances showing a year-on-year increase, within this key demographic.

UNIVERSITY OF THE WEST OF SCOTLAND (UWS) | Through the recent signing of our MOU, this strategic partnership offers local students hands-on experience across club departments through work placements, internships, and collaborative projects, whilst allowing the club access to cutting edge technology, research opportunities and access to elite facilities. We continue to develop this partnership to introduce new programmes to benefit the club, UWS and the local community.

GOAL 3: BUILD BRAND AWARENESS

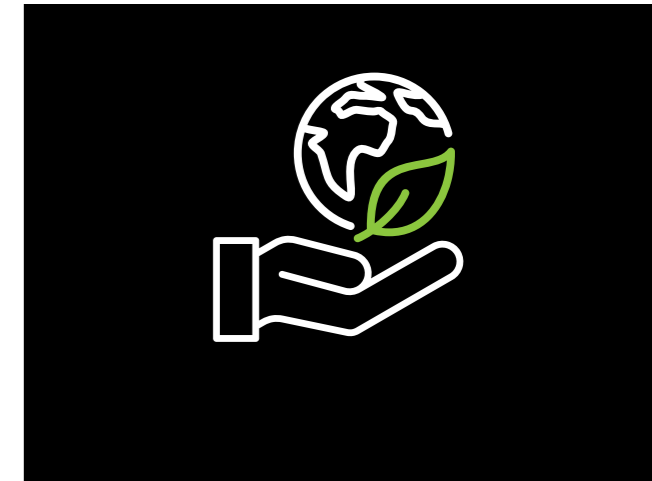


GRASS ROOTS | Our bespoke offer for grassroots football teams and local community groups has benefited hundreds of local children. We believe engaging with the younger generation is key to building our fan base and we will continue to develop this, and other incentives to entice children and young people to support St Mirren FC. Work also continues to increase engagement with local high schools, including investigating the potential for a St Mirren School of Football and the development of the St Mirren Cup competition.

ENGAGEMENT WITH LOCAL BUSINESSES | We are striving to build a local supply chain working with suppliers such as Paisley Pie Co, Business IT and Consilium. Consilium are our front of shirt sponsors, and the first local business to engage at this level for over 40 years. We also use local businesses where possible for stadium maintenance and improvements. This approach has had a significant impact on our commercial revenue.



“We are delighted to be the shirt sponsor who is Paisley born, Paisley based, and Paisley owned – following on from only one other trifecta sponsor, Graham’s Buses in 1983/84. Over 40 years’ later, history is repeating itself with a Paisley original shirt sponsor.” – Paul McGrath, owner of Consilium



ENVIRONMENTAL INITIATIVES | Guided by our Carbon Reduction Plan we’ve introduced several sustainability initiatives including new recycling points across the stadium, warm bank clothing collections and engaging with the local recycling plant to review our recycling and waste disposal.

We are also implementing EV charging stations and investigating the viability of solar panel installation at the stadium, supporting and empowering our fantastic volunteer squad who are leading on these.

STREET STUFF

14,768

young people aged 8-16, participated in the core activities, **over 20% increase** from the previous year



AROUND 85% OF STAFF

employed by Street Stuff live within the Renfrewshire area

HOME START

OVER 200

FAMILIES

supported via club initiatives including Easter and Christmas collections



“ I was really worrying about how I would manage this Christmas and now with the presents a weight has been lifted. Thank you. ”

ST MIRREN FOUNDATION

DELIVERED
OVER

25

COMMUNITY PROGRAMMES

focused on social inclusion, mental health, fitness, physical health, well-being, and education

SUPPORTED OVER

36,000

PARTICIPANTS,

from children as young as four to seniors

SCHOOL ENGAGEMENT

10

primary schools visited by the players with **over 1000** children engaged

HELP A BUDDIE

15

TICKETS PER GAME, over 300 tickets allocated

GRASSROOTS

OVER 400

children from diverse local grassroots clubs benefited from the group offer, representing a **40% increase** on previous season

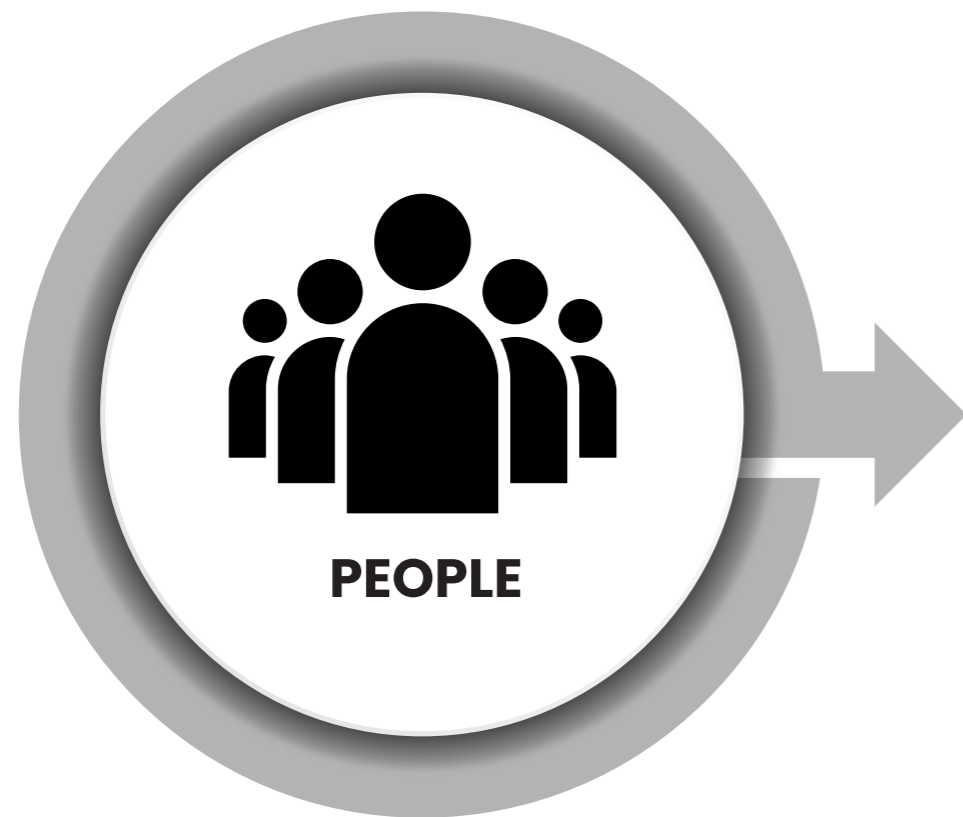


PEOPLE: DEVELOPING OUR GREATEST ASSET



OUR 'PEOPLE' PILLAR

Our *People* pillar is central to our mission of fostering a culture of inclusivity, personal development, and well-being. This approach reflects our deep belief that the success of the club is intrinsically linked to the progress and welfare of the individuals who are part of our St Mirren family—players, staff, volunteers, supporters and stakeholders alike. At the heart of this pillar is our drive to create a welcoming, inclusive environment for all.



SUMMARY OF KEY GOALS



GOAL 1	Personal Development
GOAL 2	One Club Culture
GOAL 3	Telling Our Stories



GOAL 1: PERSONAL DEVELOPMENT



LEARNING AND DEVELOPMENT | Through connections with local education institutions we have provided structured learning opportunities for both staff and players to undertake professional certifications, to allow them to progress in their roles at St Mirren and continue their professional development. 16 staff members have successfully completed, or are working through, accredited courses in areas including coaching, leadership, marketing, admin and health and safety.

CLEAR AND CONCISE APPRAISAL PROCESS | KPIs have been identified and implemented, working in partnership with all operational staff. These provide a clear direction for staff development and support the small high functioning team to perform in their roles and support their colleagues.

STAFF INTEGRATION | It is fundamental to the success of the club that each department collaborates to ensure maximum productivity and support.

Staff sessions and teambuilding days have been introduced to enhance togetherness and raise awareness of the diversity of roles within the club, fostering a supportive culture in the delivery of the club's day to day activities, whilst contributing to the development of the club's strategy.



GOAL 2: ONE CLUB CULTURE



STAKEHOLDER ENGAGEMENT | Quarterly fan engagement meetings have been introduced, with pertinent topics being discussed, allowing a diverse cross section of fans to have their voices heard. Led by the club Safety Officer, multiple meetings have taken place with a cross section of supporters. Relationships have been strengthened, fostering a unity amongst the club and fans. This has led to a positive impact on the atmosphere and match day experience and providing a channel to manage and reduce ongoing risks. Further, SMISA and Kibble have been collaborating and are working together with the club to drive new initiatives.

DEPARTMENTAL INTEGRATION | Working across Ralston and the Stadium brings an obvious challenge in terms of staff integration. However, our introduction of all staff sessions and better collaboration across all departments has had a positive impact. This remains an area of focus as we believe it is integral to the success of the club.

EQUALITY AND DIVERSITY | We have made significant progress in championing equality and diversity within the club. Working to the action plan as part of our gold licence submitted to the SFA, we have surveyed staff and have put support in place for their wellbeing and needs. We continue to provide training through Nil by Mouth, Show Racism the Red Card, and meet with organisations who allow us to continue to learn and make the improvements required to support the ever changing needs of society.



GOAL 3: TELLING OUR STORIES



BEHIND THE SAINTS | We have shared stories about our volunteers, key members of staff and celebrated the women who have pivotal roles within St Mirren through international women’s day. We plan to continue to run a series of stories in order to champion the people who make a vital contribution to the club. Previous interviews have included Paul Gilligan, spearheading the Mirren Mile project and Colin Bright, our coordinator of match day entertainment for young fans.

MARKETING CAMPAIGNS | We have improved brand awareness and engagement through our multimedia campaigns, our opportunity to see is an incredible 1 billion, up by 49% on last year. We continue to focus on providing engaging content to build our brand and tell our stories to a wider audience, with our overall engagement up by 15% in the last year, fostering a greater sense of community and loyalty. Dedicated and exciting campaigns, including our season ticket and strip launches have allowed us to connect with more of our fans, sponsors and stakeholders.

A VOICE FOR THE FANS | We continue to engage directly with our fans, ensuring that their voices are heard. There is a monthly diarised SLO meeting, supported by board level representation, which brings pertinent issues to the forefront. Our SLOs play a vital role to continue to improve our fan experience, acting as a conduit between club and supporters.



JAMES HUNTER | HEAD OF MEDIA

As part of our commitment to learning and development, numerous staff members have completed advanced courses in areas that directly benefit their personal development and the football club. For example, our Head of Media, James Hunter, recently completed a Chartered Institute of Marketing course, which he has benefitted from in his demanding role.

Q: Can you give us an overview of your role at the club and your background?

My role at St Mirren is Head of Media so I'm responsible for overseeing our media strategy and content output across our various media channels including website, St Mirren TV, newsletter and social media.

I've been at the club for just over nine years having started at the beginning of the 2015/16 season as an intern, after graduating from UWS.

Q: Which course did you undertake, how was the course run, and what are the key takeaways have you got from it?

The course I completed was a certificate in professional digital marketing with the Chartered Institute of Marketing (CIM).

The course took place online one night a week so I would normally stay in the office to complete each week. There were three modules to undertake with each module spanning around 12 weeks.

The written assignments were bigger undertakings than I had anticipated. It was a challenge to balance the workload with the work at St Mirren, but I'm glad I completed it and am thankful to the club for their support.

My degree is in journalism, not marketing. While I've had experience in marketing during my time at the club with season ticket campaigns, kit launches, etc. I wanted to learn more about the theory used in marketing and how we can use it to be more strategic in what we do at St Mirren.



Q: How do you feel undertaking the course has impacted/supported your development at the club?

The course gave me the opportunity to understand more about marketing, meet people from different sectors and gain an insight into how their organisations work. Hopefully I've been able to take some of that into my role and the club can see a benefit.

Q: What are your short- and long-term ambitions for the future?

Now that I'm a couple of months removed from my studying, I have a little bit of an itch to do another course so that is probably something I'll look to explore short-term.

At St Mirren, I feel like we have a lot of scope for growth in our media and content output and I'm keen to drive that and see us really push forward over the next year or so.

Q: What does it mean to you to be part of St Mirren FC, and particularly being a key figure in the team behind the team?

I love being a part of the club and I don't take for granted how special it is to be involved with. While it has its challenges, I enjoy coming into work every day. I think the journey the club has been on over the last few years has been remarkable and I've taken a lot of satisfaction in playing my part.

PERFORMANCE: BUILDING A CULTURE OF EXCELLENCE



OUR 'PERFORMANCE' PILLAR

At St Mirren, performance is about more than results on the pitch. It's about the processes, culture, and systems that enable us to achieve sustainable success. Through our *Performance* pillar we have focused on aligning and integrating our football operations, creating an elite environment, and ensuring that our players and staff are empowered to deliver success in football and ensuring operational efficiency across all functions within the club.



SUMMARY OF GOALS



GOAL 1	"One Club" Alignment of Football Strategy
GOAL 2	Create Elite Performance Culture and Environment
GOAL 3	Team Performance



GOAL 1: ALIGNMENT OF FOOTBALL STRATEGY



IMPLEMENTATION OF FOOTBALL BOARD | With representation from the boardroom, the COO, and departmental leads within the football staff, the Football Board meets on a monthly basis consolidating input from all football operations, working to deliver optimum performances across key areas. This is an integral platform for the club to create alignment and focus on the club's key identified outputs, and building towards a future that places an emphasis on the transition of academy players to the first team.



STAFF INTEGRATION ACROSS ALL DEPARTMENTS | The Football Board has overseen the ongoing collaboration between the first team and the Academy, fostering a culture of alignment and mutual support. Regular cross-departmental meetings and training sessions ensure that our medical, technical and performance teams are aligned in their strategies to maximise player development and performance.

FIRST TEAM INFLUENCE INTO ACADEMY SYLLABUS | The academy players are benefiting from the influence of the first team principles, preparing them for a future in first team football. Through shadowing, tactical input from the first team manager and staff, and the oversight of our new Head of Transition Phase and Academy Director, we are increasing our alignment between the upper academy and first team methodologies, leading to a clearer pathway for our young players to transition from our academy to our first team.

GOAL 2: CREATE AN ELITE PERFORMANCE CULTURE AND ENVIRONMENT



IMPROVE THE WORKING ENVIRONMENT | We continue to upgrade our training facilities as we strive to meet elite standards, providing improved recovery, sports science, and performance analysis. Our recent MOU with UWS has given us access to cutting edge research and facilities primarily in our player development phase. Additionally, we've introduced individual performance monitoring, ensuring each player's development is fully monitored and optimised across both the Academy and first team squads.



ATTRACT AND INVEST IN HIGH QUALITY STAFF | We have prioritised creating a positive working environment for our staff through several initiatives including team building days, reviewing financial incentives, engaging all departments through recurring staff meetings, improvement in the staff facilities and offices, and bringing all staff together to encourage collaboration. This has improved the culture across the stadium and training ground and allows St Mirren FC to support the high functioning workforce.

MAINTAIN CLUB LICENSES AT HIGHEST LEVEL | We have made significant progress toward achieving and maintaining our **Gold Domestic Club Licence**, which reflects the ongoing improvements to our infrastructure, youth development, and governance processes. Additionally, we have successfully maintained our **UEFA Club Licence**, allowing us to compete in European competitions. This work highlights our commitment to meeting the highest standards in our football operations.

GOAL 3: TEAM PERFORMANCE



MENS FIRST TEAM PERFORMANCE | The mens first team has delivered strong performances in the domestic league, culminating in a top-six finish and European qualification during season 23/24. To maintain this progression and give the club the best opportunity to continue to compete at this level, we are implementing a long-term strategy focused on player development and optimised recruitment and trading processes.



WOMEN'S TEAM PROMOTION | This year, we've provided the women's team with enhanced resources and access to training facilities and high-performance staff and methodology. We also continue to host Women's games at the SMISA stadium during the season. Further, we have worked closely together in key marketing campaigns and welcoming the team along to school visits, as well as providing tickets for the girls Academy at all home matches. The team has seen a significant uplift in results, culminating in a strong start in their league campaign to date. Further, the girls academy benefitted from time training at the Academy at Ralston throughout the summer period, providing them opportunities to learn alongside the boys Academy teams and coaches.

ACHIEVE OPTIMAL PLAYER RECRUITMENT PROCESS | The Football Board have overseen a review of our recruitment process to ensure that we identify and bring in talent that aligns with our footballing requirements. Our recruitment team operates with the aid of data, providing enhanced player profiling tools, backed by our scouting networks. We continue to explore and expand opportunities and capabilities to open up new recruitment opportunities across our academy and first team environments.

IMPROVE ACADEMY PLAYER INTEGRATION | Our Transition Pathway program is providing individual development plans involving coaching and mentoring for players between 16-18, resulting in clear pathways being set out and monitored for our best high potential young players. This is overseen by our Head of Transition and Academy Director, who report to the football board with development updates.

SNAPSHOTS



FIRST TIME IN EUROPEAN COMPETITION IN 37 YEARS



BACK TO BACK TOP 6 FINISHES



SUPPORTING THE GROWTH AND EVOLUTION OF ST MIRREN WOMEN



CLUB CONTINUES TO BUILD ON ACADEMY PLAYER TRANSITION PATHWAY



MAINTAINING A HIGH STANDARD OF GOVERNANCE



ALIGNMENT OF CLUB AND FOOTBALL STRATEGY



SEASON TICKET SALES **↑ 15%**



OPTIMISING ELITE WORKING ENVIRONMENT & COMMERCIAL FACILITIES



INCREASING ENGAGEMENT THROUGH SIGNATURE CLUB CAMPAIGNS
OVERALL ENGAGEMENT **↑ 15%**
OPPORTUNITY TO SEE ON KEY CAMPAIGNS **↑ 49%**

LOOKING TO THE FUTURE

We have been working hard to make good progress on delivering on our goals set within our strategy. This is an ongoing process, and we will continue to strive to maximise our resources and to improve our strategic input and implement change in order to continually evolve, giving our club the best chance of success, and continuing to support and invest in our three pillars – Paisley, People and Performance. We are committed to our vision and mission and will continue to make improvements to be the *best community centred, development football club in Scotland*.

RECRUITMENT AND ACADEMY PLAYER TRANSITION

The Football Board are continuing to refine our **player trading and academy transition model**, which emphasises developing academy players and recruiting strategically to enhance squad depth and value. The integration of academy graduates into the first team will remain a priority, as we focus on nurturing homegrown talent and optimising the financial sustainability of the club.

DEVELOPMENT OF FACILITIES

In the coming years, we plan to further enhance our **stadium facilities** to improve fan experience and expand the use of our ground for community purposes.

FAN EXPERIENCE

Our ongoing efforts to improve the **fan experience** extends beyond the stadium. We are investing in digital fan engagement tools, offering a more immersive experience for supporters through an improved ticketing platform and live content. Our goal is to make every interaction with the club—whether at the stadium or online—positive and engaging.

CONSOLIDATION OF SUPPORT IN THE COMMUNITY

We will continue to consolidate our community initiatives, ensuring that our efforts in **football, community, and education** are closely aligned connecting the club's staff and players more directly with local schools and community groups.

ENVIRONMENTAL IMPACT

Our future will always focus on our sustainability goals; we've reduced our carbon footprint through the hard work and support of our volunteers and continue to explore and introduce initiatives. We are committed to further reducing our environmental impact in the years ahead, with the ultimate aim to be the leader in Scottish football.

EQUALITY AND DIVERSITY

Promoting **equality and diversity** is core to our values. Over the past year, we've introduced initiatives to increase diversity among our workforce and fanbase. Our focus moving forward is to ensure representation of our stakeholders at all levels of the club, and to continue fostering an inclusive culture.

UWS PARTNERSHIP

Our collaboration with **UWS** has been instrumental in providing students with opportunities to gain experience in sports science, sports psychology and performance analysis. The strategic partnership will continue to grow and spread across all departments at the club supporting innovative projects that benefit both the club and the university, enhancing the future of both organisations.



Seating Block
S4

Seating Block
S5

G. ANDRI
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SIGURDUR EGIIL
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KIDDI FREYR
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LUKAS LOGI
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JONATAN INGI
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ANDREWS

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ANDREWS

G. E. S.

OFFICIAL SPIRIT OF THE PFL

William HILL

William HILL

MACKLIN

TO S T Y O A

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