

Foundations for the Future



St Patrick's Sports Academy Business Plan 2026 – 2029

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Introduction from Chair

As Chair, I am proud and excited to share our first ever St Patricks Sports Academy Business Plan – a game plan created by and for our club’s players, coaches, parents, supporters, the local community and community partners. This shared vision for our ‘Foundations for the Future’ will play a key role in the development of our young people and bringing the wider Viewpark community together.

After years of dedicated service to our youth, our academy has reached a pivotal moment where we require a permanent home of our own to truly anchor our roots within the Viewpark community and continue to expand and improve at the rate we have in recent times. This project is not just about securing space for us; it is about transforming an underutilised space into a vibrant, state-of-the-art community and sports hub that reflects the pride and potential of Viewpark. By constructing two high-quality astro pitches and establishing a large modern pavilion with unlimited potential expansion, we aim to provide a safe, first-class environment where our players can thrive all year-round, regardless of the weather conditions.

While football has always been our heartbeat, this new facility represents our ambition to evolve into a multi-sport organisation that provides our members with the opportunity to participate in more than just football. We envision a future where these pitches and the surrounding hub host a diverse array of sports and recreational activities, ensuring that physical health and wellbeing are accessible to all ages and abilities. Whether it is through new sporting pathways or casual leisure opportunities, our goal is to create a versatile destination that fosters talent and encourages an active lifestyle for the entire Viewpark, and wider North Lanarkshire local authority area.

Beyond the white lines of the pitch, we are committed to establishing a "home" in the truest sense — a community hub that offers vital social services and support. Our vision includes dedicated spaces for health and wellbeing projects, social inclusion initiatives, and educational partnerships that go beyond the game. We believe that by integrating sports with broader community services, we can tackle social inequalities and provide a lasting legacy of opportunity and belonging for the people of Viewpark.

I am incredibly proud of what our charity has accomplished this year. Thanks to the dedication of our volunteers and the support of our coaches, parents, sponsors and supporters, we have reached more young people than ever before. As we look ahead, I am confident that our shared commitment will allow us to build on this success and continue making a meaningful difference.

Without this investment, we risk limiting opportunities for our young people and missing the chance to create a lasting community asset that can benefit generations to come.

We invite you to join us in making this transformative vision a reality for our community's future.


Chair & Trustee, St Patricks Sports Academy

About This Business Plan

This business plan for St Patrick's Sports Academy sets out the club's strategic direction and development priorities over the next three years including operational priorities, market positioning, and financial projections. It has been developed to support the sustainable growth of the charity, with a particular focus on the proposed Community & Sports Hub, which aims to enhance sporting, social, and community outcomes.

It is intended for internal management and potential investors to understand our vision, goals, and the steps we will take to achieve them, while also demonstrating community support, building buy-in for the proposed Community & Sports Hub, supporting any community asset transfer processes, and underpinning applications for grant funding to secure the resources needed for delivery.

Community and stakeholder input has been central to this plan. Feedback from participants, parents, and the wider community has played a key role. Insights from the club's trustees, coaching staff, players, and volunteers have also contributed. Consultation with key stakeholders and partners has been vital. Additionally, the plan has been shaped by the relevant local and national policy, as well as research in sport and community development. These inputs ensure the plan reflects both the club's distinctive strengths and the evolving needs of the communities it serves.

Intended audience: This plan is designed for stakeholders, funders, partners, internal staff, volunteers, and local authorities, providing a clear understanding of the club's vision, strategy, and priorities.

Usage guidance: Readers can use this document as a reference for strategic planning, operational decision-making, funding applications, partnership development, and governance oversight.

Key assumptions: The plan is based on continued community engagement, support from key stakeholders, and the availability of funding and resources necessary to deliver the proposed initiatives. It also assumes a stable policy context and the ongoing relevance of identified community needs.

Structure of the plan:

- **Chair's Input and Executive Summary** – Sets out the club's overall ambition and strategic context, providing insight into the leadership perspective.
- **St Patrick's Journey** – A concise overview of the club's history, development, and achievements, clearly outlining its core purpose and long-term aspirations.
- **Needs Analysis, Rationale & Impact** – Identifies the social, sporting, and community needs the club aims to address, including analysis of target users, and stakeholder support.
- **Project Proposal: Community & Sports Hub** – Sets out the proposed development, its objectives, facilities, and expected benefits, alongside the club's current and planned activities across sport, community engagement, and commercial services.

- **Operational Plan** – Describes programme delivery, staffing and resource management, and includes a clear development timeline.
- **Financial Plan and Funding Strategy** – Details capital and operating costs, projected income, financial forecasts, and the overall funding approach.
- **Operational & Strategic Objectives** – Explains how progress and outcomes will be monitored and evaluated to evidence social, sporting, and community impact.
- **Risk Assessment and Mitigation** – Identifies key risks and outlines measures to manage and reduce them.
- **Appendices** – Contains supporting materials such as maps, drawings, cost estimates, letters of support, governance and policy documents, and relevant market research.

Executive Summary

St Patrick's Sports Academy is a community-led, volunteer-run charity dedicated to increasing participation in sport and improving health, wellbeing, and social outcomes across the Viewpark and wider North Lanarkshire area. Established to provide structured, inclusive football opportunities, the club currently supports over 250 young people across 19 teams, delivered by more than 60 qualified coaches within a strong governance framework. The club operates as a registered charity and is working towards achieving Scottish FA Quality Mark Gold accreditation, reflecting its commitment to high standards, safeguarding, and continuous development.

The charity now seeks to take a transformational step by acquiring and developing a permanent Community & Sports Hub. This project will bring together high-quality all-weather pitches and a refurbished community facility, creating a multi-sport, multi-purpose environment that supports not only football but wider health, education, and community services. The Hub will act as a central anchor within the community—expanding access to sport, enabling partnership delivery, and providing a safe, inclusive space for people of all ages and abilities.

The timing of this project is critical. The club is currently operating at full capacity due to limited access to facilities, restricting growth—particularly in key priority areas such as girls' football and inclusive programmes. At the same time, there is a clear and evidenced community need. Viewpark experiences significant socio-economic challenges, including high levels of child poverty and health inequalities, alongside limited access to local, affordable facilities. Extensive consultation shows overwhelming support for the project (82–97%), demonstrating both demand and long-term sustainability.

The expected outcomes of the project are substantial and wide-ranging. The Hub will significantly increase participation in sport and physical activity, improve physical and mental health outcomes, and reduce barriers linked to poverty and inequality. It will create new opportunities for education, employability, and volunteering, while strengthening community cohesion and reducing anti-social behaviour through positive engagement. Financially, the facility will operate on a sustainable model, generating income through pitch hire, programmes, partnerships, and commercial activity, with surpluses reinvested into community benefit.

To deliver this vision, the project requires a blended funding package comprising grant funding, investment, sponsorship, and community fundraising. Capital investment will be used to develop all-weather pitches, refurbish the existing building, and create fit-for-purpose community and sporting spaces. This will be complemented by in-kind contributions and long-term partnership agreements to strengthen financial resilience and reduce risk.

In summary, this project represents a unique opportunity to transform an underused local asset into a vibrant, sustainable Community & Sports Hub that delivers measurable social, health, and economic impact. With strong community backing, robust planning, and clear strategic alignment with local and national priorities, St Patrick's Sports Academy is well positioned to deliver a lasting legacy for current and future generations.

Our Journey: The Why, The When, The Way & The Goal

The Why

St Patrick's Sports Academy is a charity dedicated in the organisation and delivery of sporting activities in the community whose aim is to promote physical activity and organised sport within a structured and fun environment. It is the club's belief that a healthy lifestyle within a close-knit community will make for a better society – a factor in our ambition to operate from Viewpark.

St. Patrick's Sports Academy is invested in supporting young people and bridging communities through sport and a shared sense of belonging.

The club emphasises a policy of inclusivity and diversity with a primary aim to welcome all people regardless of social, racial, cultural, disability, belief and gender differences; where individuals are enriched, integrated and supported in meeting their aspirations and goals.

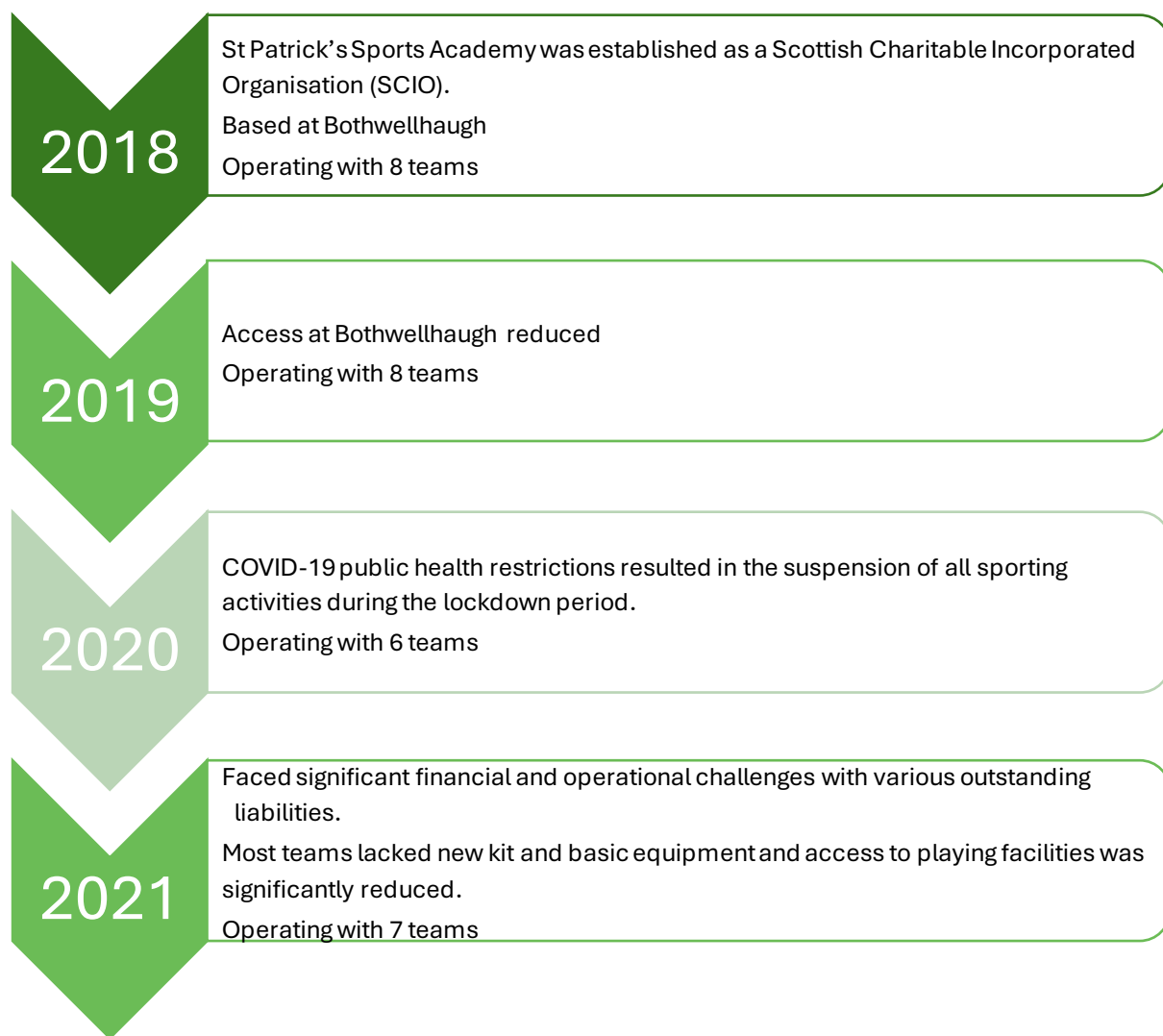
St. Patrick's Sports Academy seeks to advance people's participation in amateur sports by promoting recreational leisure activities through the provision of sports to improve the fitness and health of the persons for whom the facilities and activities are primarily intended for.



The When

To effectively illustrate *when* key developments occurred in the club’s journey, it is important to first acknowledge a structural shift in its leadership. Over the period being analysed, the club operated under two distinct committees, with a transition in leadership occurring during this time.

To reflect this clearly and avoid confusion, the timeline diagram will be divided into two separate sections. Each section will correspond to one committee period, allowing for a more accurate and meaningful representation of events, decisions, and progress within the club.





The Way

St Patrick's Sports Academy currently operates across three main locations: Bothwellhaugh, St Ambrose High School, and Sir Matt Busby. All venues are operated by North Lanarkshire Council. In addition to this we also use ad hoc venues across other local authorities to accommodate our home games, when there is lack of availability in North Lanarkshire.

The club provides football programmes to approximately 250+ young people across 19 teams, supported by 60+ coaches and 400 members. Children and young people, ranging from 4 years up to 21 years engage in footballing activities supported by the charity.

All football teams are registered with the Central Lanarkshire Football Association, Glasgow Youth Football League, Central League, and the Scottish Youth Football

Association (SYFA), enabling participation in fun and competitive games across four, five, seven, nine and 11-a-side formats. Each team is managed entirely by volunteers, including a team leader, coaches, secretary, and support committee, ensuring strong local engagement and leadership.

Compliance and safety are a core priority. Every individual registered with SYFA through the club or a team is required to complete and pass the Child Wellbeing course, Mental Health in Scottish Football, Introduction to Coaching and hold a current PVG clearance through Hampden. Additionally, each team must have at least one member with a current Sports First Aid certificate and a coach holding a minimum Level 1.3 Children's Coaching award, ensuring both high-quality coaching and a safe environment for all participants.

As a club we aspire to achieve SYFA Quality Mark – Gold Status.

Our club is run by volunteers who receive no remuneration for the work they deliver to our players.

Our committee structure includes 7 Trustees and 6 Committee members who are a highly capable and strategically minded leadership group, bringing together a range of skills, experience, and vision that ensure the effective governance and sustainable delivery of grassroots football activity. In 2025, we expanded the committee to enhance the range of skills and expertise available, strengthening our ability to support the club's Community & Sports Hub vision and deliver high-quality programmes for local participants. Comprising of volunteers with expertise in coaching, operations, community engagement, safeguarding, governance, project management, financial operations and organisational development, the committee provides clear strategic direction. Included in the ability to deliver robust decision-making, and transparent leadership in line with best practice for community sports organisations.

Committee members are committed, well-organised, and knowledgeable, reflecting a diversity of skills that enhances our ability to plan, manage risk, meet compliance requirements, and respond to operational challenges.

Through structured roles, regular meetings, and constructive collaboration, the committee oversees performance, engagement, and resource management, ensuring our activities remain focused on long-term impact and community benefit. By combining strong governance with a genuine commitment to grassroots sport, the committee is well-placed to deliver football opportunities and support initiatives such as a community asset transfer and sustainable growth.

Please refer to appendix 1 for further information about our trustees and committee.

The Goal

Ultimately, our aim is to establish a permanent home — a central hub where all our teams can train together — fostering a stronger sense of community and a more joined-up club environment. This shared base will enable younger players to interact with and learn from older players, helping to develop positive role models, mentoring relationships, and clear pathways for aspiration and progression within the club. As we have progressed towards achieving this ambition, a further opportunity has emerged to potentially create a lasting legacy for the Viewpark area by developing a local Community & Sports Hub. This will be achieved by bringing an existing building back into active community use, expanding the club's impact beyond football and strengthening its role at the heart of the community through achieving our strategic objectives:

- advance community development by providing a safe environment to encourage and promote the development of football, self-esteem, health and friendships within local communities and beyond.
- promote the sport of football within the community to develop talent through recreational exercise but also take part in competitive games and tournaments.
- promote respect for social diversity & integration.
- provide facilities and equipment and encourage people to take pride in themselves and their teammates through the game of football.
- promote the advancement of citizenship and public participation in sports

Our business plan will focus on securing a permanent home for our club and establishing a Community and Sports Hub for the Viewpark area.



Needs Analysis, Rationale & Impact

Initially our main driver was to achieve ownership of our own pitches as we are currently operating at capacity due to the availability of facilities for training. This hindered our ability to deliver footballing programmes to girls and the wider ASN community despite receiving significant interest from these.

Early fact-finding research identified 3 potential sites that would allow us to have our own pitches, however upon further investigations it was established that one of the sites had a local unused building. This then presented the opportunity to expand our aspirations and consider how this building could be brought back into use both for the benefit of our club and the wider local community.

It was important for us to understand how the development of a Community and Sports Hub could support the local community; we therefore undertook local research in the area to establish the wider impact the project could have on local residents of all ages. This research included

- Community Statistical Overview
- Policy Review (Local & National)
- Sporting and Geographical Community Consultation
- Partnership Engagement (Community, Voluntary & Statutory)
- Elected Member Engagement

Community Statistical Overview

According to the latest census, the Viewpark area has a population of 15,830. The population age is evenly spread across age groups with largest percentages being those ages 55-65 and young people aged 10-15 years of age. Whilst our planned proposal is to offer a facility targeting all ages, we would plan to offer additional programmes for both 10-15 and 55-65 year old age groups.

The hub would be located within the Bellshill locality, where health, social, and economic indicators highlight significant levels of challenge when compared with national averages. Within this locality, 34.3% of children under the age of 16 live in low-income households, compared to a national figure of 21.8%. In addition, 24% of residents aged over 65 are in receipt of Attendance Allowance, significantly higher than the national average of 13.3%, and only 12% of babies are exclusively breastfed at 6-8 weeks, compared with 32.3% nationally. Research has previously identified relatively high levels of deprivation, cardiovascular mortality risk, and childhood obesity in the community, reflecting broader health challenges found in some post-industrial Scottish areas. Collectively, these indicators demonstrate ongoing inequalities and a clear need for targeted, preventative, and community-based interventions across the locality.

Within the wider Bellshill context, Viewpark experiences some of the most acute levels of disadvantage, making it a priority area for focused intervention. Our analysis confirms that Viewpark falls within the lowest 20% of the Scottish Index of Multiple Deprivation

(SIMD), with some data zones ranked among the 5% most deprived in Scotland across economic, educational, and health indicators. In Viewpark, 27% of children live in low-income households, reinforcing the scale and concentration of disadvantage faced by families and highlighting the importance of targeted, place-based investment and support in this community.

Policy Review (Local & National)

This project while on the face of it may appear sport focused it will bring many benefits and will also deliver on key elements from local and national policy

Local Outcome Improvement Plan (LOIP)

In a hyper local context, the pitches and facility fall within the [Bellshill LOIP](#) which identifies the following priority areas:

Priority area	How development of the project will contribute
Poverty and Food insecurity	<p>We currently support a large number of families to enable access and will endeavour to continue to ensure free access for all who need it.</p> <p>We are working with partners who will offer advice and guidance to reduce poverty and food insecurity through employment, education and skills development.</p>
Community Resilience and Participation	<p>We have engaged with the wider community regarding the development of this project through consultation survey's and an in-person community consultation. The feedback received has been used to inform the phased approach of the development.</p> <p>As the project progresses, we will continue to encourage engagement and co-production to deliver a community and sports Hub that will deliver a facility for all.</p>
Mental Health and Emotional Wellbeing	<p>We envisage the community and sports hub will be welcoming and open to all members of the community and will provide affordable and accessible activities for all age and fitness levels.</p> <p>We will engage with the community and local partners to develop programmes based on need and demand.</p>
Digital Inclusion	<p>We are committed to offering free Wi-Fi for service users of the building and developing an education suite within the building for community use.</p>
Community Safety	<p>Developing the disused playing fields will create a well-lit and frequently used area.</p> <p>We are committed to engaging with the local young people who are creating disharmony around the building to encourage them to access our facility therefore reducing anti-social behaviour being experienced by local residents.</p>

We understand that North Lanarkshire Council are currently undertaking consultation of their LOIPs with a view to the development of Community Priorities, our aim is to continue to monitor and contribute to these to ensure that our future plans align with the Bellshill Community Priorities.

The Plan for North Lanarkshire

[One Place - One Plan](#) outlines the shared ambition of inclusive growth and prosperity. The Plan has five complementary priorities:

Priority area	How the project will contribute
Improve economic opportunities and outcomes	Employment opportunities will be created for local residents to operate the Community and Sports Hub through engagement with NLC's employability services. The facility will also offer volunteering opportunities to local residents whilst supporting their skills development.
Support all children and young people to realise their full potential.	The facility will provide activities for children to participate in which are affordable and welcoming whilst also building skills both practical and emotional. Local partners delivering services to children and young people will have access to the Community and Sports Hub to reduce barriers to engagement through local participation.
Improve the health and wellbeing of our communities	This is a key priority for the facility. Sporting clubs and groups will use the facility on a regular basis but we are also intending to introduce activities addressing wellbeing more generally – reducing isolation and increasing self-esteem and independence.
Enhance participation, capacity, and empowerment across our communities	We envisage working closely with a wide range of partners to deliver relevant services such as employability, financial education, learning and development, mental health and wellbeing support and statutory partners.
Improve North Lanarkshire's resource base.	We are keen to enhance the offering in North Lanarkshire at a time when local authority budgets are stretched.

Scotland's Population Health Framework 2025 - 2035

This [framework](#) sets out how the Scottish Government, COSLA, Local Government, the NHS and partners across business, the third sector and communities themselves, can support health and wellbeing which in turn plays a part in reducing inequality, tackling child poverty and building a fairer Scotland.

There is recognition that "Community organisations are often better able to engage people who may be furthest from accessing public services, or who have frequent engagement with services due to their level of need. Social prescribing provides an important bridge between the NHS, local government and the voluntary sector, ensuring more people can access community support that benefits their health and wellbeing."
(Scotland's Population Health Framework 2025-2030 p.25)

The Community and Sports Hubs aim to provide access for all residents to participate in and design activities to support their health and wellbeing. This place-based project addresses inequity through delivering services in the heart of the community therefore overcoming financial, transport and social barriers to engagement.

The intention is that our hub will support the Life Course Approach of the framework.

“Activities which strengthen the building blocks of health make a difference across the life course, from pre-birth to adolescence to working-age and older age.”

(Scotland’s Population Health Framework 2025-2030 p.12)

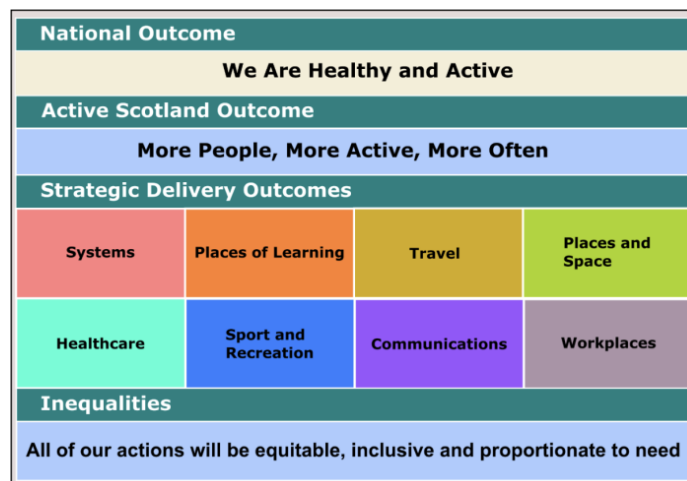
As well as offer *“Prevention and early intervention activities seek to create health and wellbeing by improving years lived in good health and enhancing quality of life.”*

(Scotland’s Population Health Framework 2025-2030 p.12)

Scotland's Physical Activity for Health National Framework

Aligning with the Population Health Framework, the focus of this [framework](#) is to support and enable more people to be more active more often. The vision is based on the recognition that improving levels of activity is vital for the health and wellbeing of the people of Scotland.

This is a framework for action to improve levels of physical activity at both national and local level which is firmly founded on evidence-based international guidance from the World Health Organization and other global partners

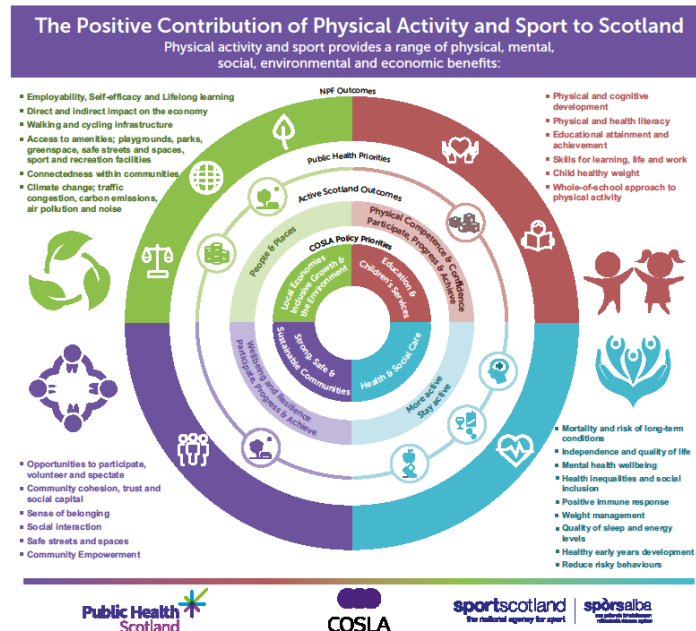


The Community and Sports Hub is strategically aligned with the Active Sport and Recreation delivery outcomes, supporting increased participation in physical activity across all age groups. By adopting a place-based model of delivery, the Hub will provide an inclusive, whole-family facility that integrates both indoor and outdoor activities as well as create accessible pathways for lifelong engagement in sport and recreation within the local community. Our programmes will be designed to meet the needs of the least active members of the community through to experienced participants, providing accessible entry points alongside progressive development pathways. This inclusive approach will also encourage multi-generational engagement and cross-programme

participation, strengthening community connections and promoting lifelong involvement in sport and physical activity.

Positive Contribution of Physical Activity and Sport to Scotland

COSLA, Public Health Scotland and **sportscotland** produced this [paper](#) to illustrate the positive contribution of sport and physical activity through a cross policy lens.



The Community and Sports Hub can directly support the priorities outlined in *The Positive Contribution of Physical Activity and Sport to Scotland* by acting as a place-based anchor for cross-policy delivery.

The Hub would deliver on these priorities by:

Priorities	How a community owned sports facility could help to achieve these Outcomes
Education & Children's Services	Providing structured sport, physical literacy and whole-family programmes that enhance physical and cognitive development, support attainment, and promote lifelong participation.
Strong, Safe & Sustainable Communities:	Creating an inclusive space for participation, volunteering and intergenerational activity, strengthening community cohesion, social capital and sense of belonging.
Health & Social Care:	Enabling preventative health interventions, referral pathways, and targeted programmes for inactive or vulnerable groups, contributing to improved mental wellbeing, reduced long-term conditions and greater independence.
Local Economies & Inclusive Growth:	Supporting employability, volunteering, local partnerships and active travel infrastructure, while contributing indirectly to reduced healthcare costs and increased productivity.

By embedding physical activity across community, education, health and economic functions—as advocated in the cross-policy framework within the paper—the Hub becomes more than a facility; it becomes a strategic delivery mechanism aligned with national and local performance outcomes.

Scotland’s Programme for Government 2025-2026

Scotland’s Programme for Government 2025 – 26 is focused on

- growing the economy
- eradicating child poverty
- tackling the climate emergency
- ensuring high quality and sustainable public services

The National Performance Framework (NPF) sets the vision for the kind of Scotland we all want to live in and comprises 11 National Outcomes. Those that our development aligns with best are:

Scotland’s National Outcomes	How a community owned sports facility could help to achieve these Outcomes
We are well educated, skilled and able to contribute to society	The project envisages creating volunteering and paid opportunities with this development.
We are healthy & active	Various sports and physical activities will be on offer to those of all ages delivered by the project and in partnership with local organisations.
We live in communities that are inclusive, empowered, resilient and safe.	This development will include local people in the decision making & development of plans to ensure a sense of ownership within the community.
We grow up loved, safe and respected so that we realise our full potential.	Accessing group and team activities, we will encourage our young people to work together to gain confidence whilst enjoying physical activity.

Sporting and Geographical Community Consultation

To ensure meaningful engagement across both our footballing community and the wider geographical area, a multi-channel consultation approach was undertaken. Online targeted surveys were developed and distributed through internal communication channels to reach players, parents, volunteers and members. Coaches were briefed and encouraged to promote participation within their teams to maximise response rates.

In addition, a community specific survey was shared across local community Facebook pages to engage residents beyond the club network. A targeted leaflet drop was also conducted in the surrounding area to ensure inclusivity and provide opportunities for

those less active online to participate. Local businesses also displayed posters to encourage participation (see appendix 2)

This blended approach enabled us to capture feedback from a broad cross-section of stakeholders, ensuring the consultation reflected both sporting and wider community perspectives.

Survey Group	Survey Output
Players	<p>The survey results from our players show strong and unified support for the development of a dedicated club facility, with 94% of respondents expressing overall support. Notably, 63% indicated they would definitely use the facility outside of training, with an additional 15% suggesting they might. This highlights significant potential for the facility to become a central hub for player activity beyond match days and training, fostering greater engagement year-round.</p> <p>Players emphasised the importance of high-quality, performance-focused infrastructure, prioritising all-weather pitches, strength and conditioning gym, physiotherapy room, modern changing facilities, and recovery spaces like ice baths. Additionally, there was strong interest in creating broader community spaces, such as a café, meeting rooms, study areas, and social spaces for team bonding. This feedback suggests the facility should serve not only as a training ground but as a community base.</p> <p>The potential positive impacts identified by players include improved training quality, better access to facilities, enhanced performance, and increased professionalism. Players also noted the physical and mental benefits, including better injury management and a boost in confidence and motivation. The creation of a permanent "home" for the club was highlighted as a key factor in strengthening club culture and fostering a sense of pride and belonging. While concerns around financial sustainability and maintenance were mentioned, the overall response was overwhelmingly positive, reinforcing the belief that the facility would contribute to the long-term success and stability of the club</p>
Coaches	<p>Feedback from coaches demonstrates unanimous support for the proposed development, with 100% of respondents backing the project. The consultation clearly identifies a strong need for high-quality, all-weather and multi-use training facilities, with priority placed on 4G/5G pitches, grass pitches, changing facilities, gym provision, and indoor training space. In addition to football-specific infrastructure, there is clear demand for broader club amenities, including meeting and community rooms, café facilities, free Wi-Fi, and flexible workspace for parents—highlighting the opportunity to position the club as a central community hub. Coaches also expressed interest in expanding into additional sports such as padel, basketball, and badminton, further enhancing the club’s reach and inclusivity.</p> <p>The perceived benefits of owning facilities centre on increased control over pitch access, improved scheduling, potential new revenue streams, and a stronger sense of community identity. While overall sentiment is highly positive, respondents emphasised the importance of ensuring financial sustainability, minimising risk to the club, and maintaining clear communication and planning throughout the process. Practical considerations such as space constraints and phased development were also noted. Encouragingly, many coaches indicated a willingness to actively support the project through volunteering, fundraising, or contributing professional expertise, reinforcing strong internal commitment to the initiative.</p>

<p>Football Community</p>	<p>The consultation shows very strong support from the footballing community, with 97% backing the proposal to develop the club’s own pitches and facilities. Members clearly see this as an important long-term investment that will strengthen the club and improve opportunities for players.</p> <p>Key priorities for football facilities include high-quality 4G/5G all-weather pitches, grass pitches, changing rooms, and access to gym, indoor training, and physio services. There is also strong demand for wider community features such as meeting rooms, café facilities, free Wi-Fi, and flexible spaces for families, including homework and workspace areas.</p> <p>Respondents also expressed interest in additional sports like badminton, basketball, netball, and padel, highlighting support for a multi-sport community hub. While concerns were raised around maintenance costs and potential fee increases, the overall response was very positive, with many members willing to support the project through fundraising, volunteering, and professional skills.</p>
<p>Local Community</p>	<p>The community consultation shows strong local support for bringing the Burnhead pitches back into use and developing the wider site for community benefit. A total of 193 responses were received, with most respondents living in the area for more than 10 years and the vast majority already aware of both the pitches and the unused adjacent building. Support for the proposals was very high, with 82% saying they were very supportive or supportive of St Patrick’s Sports Academy obtaining the land, and 91% very supportive or supportive of developing the unused building into a community hub.</p> <p>Feedback suggests residents see the project as a chance to improve health and wellbeing, create opportunities for young people, increase community activity, and make better use of an underused local asset. The most popular suggested benefits of the hub included community events, youth clubs and after-school provision, fitness classes, indoor sports, and improved sports facilities. Respondents also highlighted wider outcomes such as community resilience, participation, mental health, and emotional wellbeing.</p> <p>While overall sentiment was very positive, respondents also raised practical points for consideration as plans move forward, particularly around access, parking, use of surrounding areas, and ensuring the space meets local needs. The consultation also showed encouraging potential for ongoing community involvement, with many people interested in volunteering or staying updated on the project’s progress.</p>

Full survey results are included in appendix 2 for your reference.

Elected Member Engagement

We have actively engaged with local elected members to better understand the current needs, challenges, and opportunities within the local area. Through these discussions, a number of key priorities have been identified, including the need for accessible and inclusive community spaces, increased opportunities for young people, and facilities that support physical health, mental wellbeing, and social connection.

These conversations have directly informed the development of our proposed community and sports hub. The vision is to create a high-quality, multi-use facility that not only meets the growing demand for sports provision but also serves as a central hub for the wider community. The space will be designed to be flexible and inclusive, capable of supporting a range of activities such as youth programmes, education and homework support, community meetings, and health and wellbeing initiatives.

Importantly, the hub has the potential to address gaps in local provision by providing safe, welcoming spaces for people of all ages and backgrounds. It can help reduce barriers to participation, support positive outcomes for young people, and strengthen community cohesion. We will continue to work collaboratively with elected members and other stakeholders to ensure the project aligns with local priorities and delivers meaningful, long-term benefits for the area.

Please refer to appendix 4 to view letters of support from local elected members.

Partnership Engagement (Community, Voluntary & Statutory)

We have undertaken extensive partnership engagement across community, voluntary and statutory sectors to ensure the proposed development is fully aligned with the needs and priorities of the local area. This has involved early and ongoing discussions with a range of key partners to understand gaps in provision, opportunities for collaboration, and how a community and sports hub could best support local people.

NHS Lanarkshire

Engagement with NHS Lanarkshire has focused on the role the hub could play in supporting physical and mental health outcomes within the community. Discussions highlighted the importance of accessible spaces that promote active lifestyles, early intervention, and preventative health approaches. There is clear potential for the hub to support health improvement initiatives, wellbeing programmes, and community-based services that reduce pressure on traditional healthcare settings while improving overall population health.

Voluntary Action North Lanarkshire (VANL)

Through engagement with Voluntary Action North Lanarkshire, we have explored how the hub could strengthen and support the local third sector. Key themes included the need for flexible, affordable spaces for community groups, opportunities for volunteering, and improved coordination between organisations. The hub presents an opportunity to act as a focal point for local groups, enabling collaboration, capacity building, and increased community participation.

North Lanarkshire Council (NLC)

Discussions with relevant departments within North Lanarkshire Council have helped identify strategic priorities around community development, sport and leisure provision, and inclusive access to services. The hub aligns with local objectives to improve health and wellbeing, support young people, and enhance community infrastructure. There is strong potential for the facility to complement existing services, address identified gaps and contribute to wider regeneration and place-based outcomes.

Third Sector Organisations

Engagement with a range of third sector organisations has provided valuable insight into the day-to-day needs of communities and the challenges faced by local groups. Common themes included the demand for safe, welcoming spaces, support for youth engagement, and opportunities to deliver targeted programmes. The hub has the potential to provide a base for these organisations to deliver services, reach more people, and work in partnership to achieve greater collective impact.

Across all partners, there is a shared recognition that a well-designed, accessible community and sports hub could play a significant role in addressing local needs, improving outcomes, and strengthening community connections. We will continue to build on these relationships to ensure the facility delivers meaningful, joined-up benefits for the area.

Partner Engagement Session

Following our partner engagement session on 22 April 2026, we were encouraged by the level of support, constructive challenge and offers of collaboration shared by partners across the public, voluntary and community sectors.

The session provided an opportunity to outline our vision to bring the Gala day pitches back into use and transform the nearby building into a welcoming community and sports hub. The discussion reinforced the importance of developing a facility that is inclusive, financially sustainable and shaped by the needs of local people. Partners welcomed the ambition of the project and highlighted key areas for further consideration, including

- parking and traffic management,
- accessibility,
- ASN/ESN provision,
- trauma-informed design,
- volunteering,
- employability pathways,
- ensuring the hub complements rather than duplicates existing local services.

A strong theme throughout the session was the importance of partnership working.

Offers of support included

- links to volunteering networks,
- health improvement and suicide prevention expertise,
- community development experience,
- non-sport activity providers,
- wider strategic learning from other community asset transfer projects.

The feedback received will help inform the next stage of development, including the community asset transfer application, future funding plans, building design considerations and the in-person community consultation.

Wider Community Engagement

The proposed development has received an overwhelmingly positive response through our online consultation portal, with strong statements of support submitted by a wide range of community organisations, football clubs, local businesses, coaches, youth workers, and sporting representatives. Support has been received from grassroots football organisations across Central Scotland, including youth academies, community clubs, development programmes, refereeing associations, and local charities, demonstrating the clear demand and need for the project within the wider community. Please refer to appendix 4 for a list of organisations.

The level of engagement highlights the importance of the proposed development in creating accessible, high-quality facilities that will benefit young people, families, grassroots sport, and community participation. Local businesses and community partners have also expressed strong backing for the plans, recognising the positive social, health, and economic impact the development will have on the area. Collectively, these statements of support demonstrate broad confidence in the project's long-term value, sustainability, and ability to deliver meaningful community benefit.

Ongoing Engagement

We remain committed to working with residents, partners and services to create a hub that supports sport, learning, wellbeing, family activity and community connection for all ages.

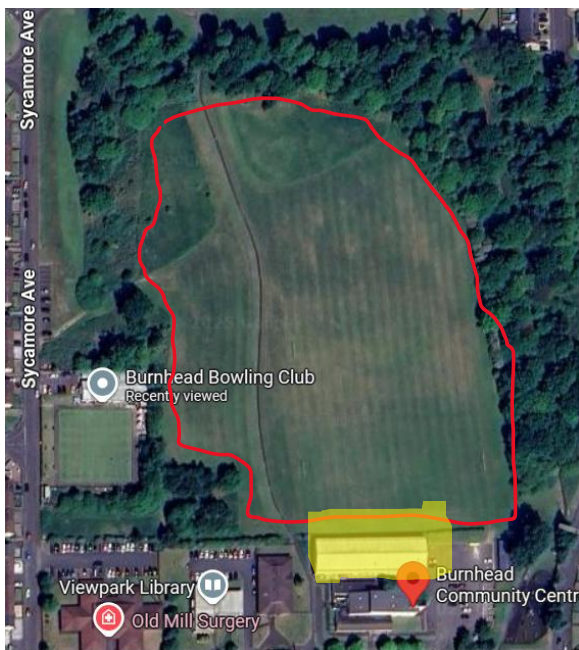
Please refer to appendix 2 for further information regarding our community consultation including the methods used, marketing materials and lists of organisations showing their support for our project.

Project Proposal: The Community & Sports Hub

Our proposal was driven by a clear ambition to secure dedicated pitches that would allow all our teams to train in one location and give the club greater control over training provision and matchday operations. This ambition led to a structured process of identifying potential sites, with a particular focus on under-used or unused facilities.

Through this process, we identified two unused pitches in the Burnhead area of Viewpark (see picture 1 & 2). During initial discussions, we were also made aware of an unused building adjacent to the pitches. The combination of these assets presented a unique opportunity to create a single, integrated facility.

It was at this point that the vision for St Patrick's Sports Academy Community & Sports Hub was formed — a space that brings together pitches and supporting facilities to serve the long-term sporting, social, and community needs of the club and the wider area.



Picture 1



Picture 2

Our proposal comprises of two distinct yet interlinked projects: the development of the land for sporting and recreational use and the bringing of the adjacent building back into active use as a community facility. Each project will be supported by its own detailed project plan and delivery timeline, while also being closely coordinated to ensure the building provides an enhanced and complementary offer for those using the external sports and recreational facilities.

Sports and Recreational Land Development

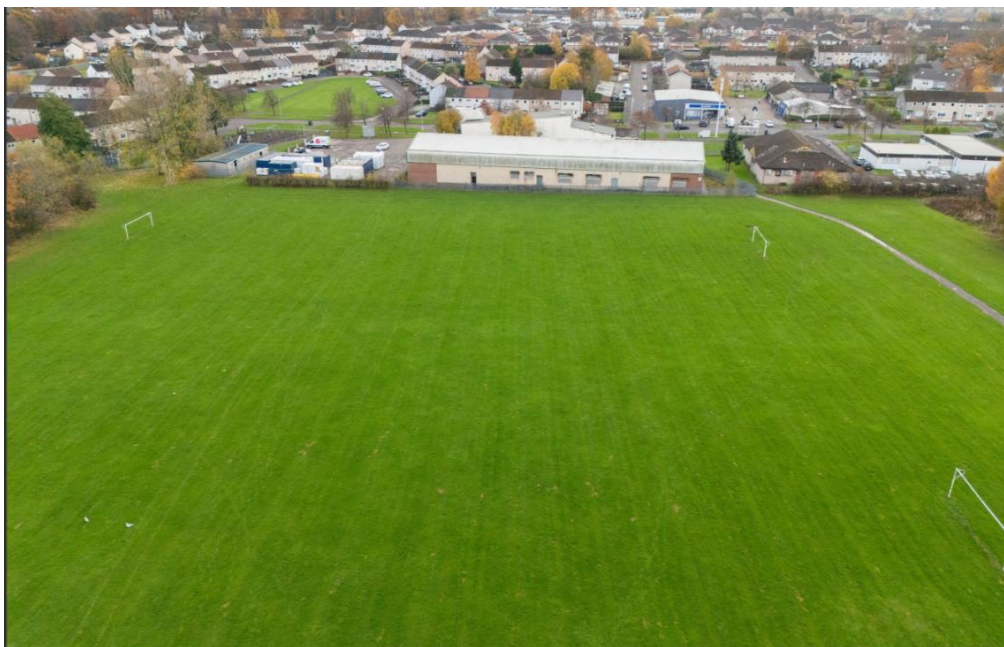
Initial Stages

At present the site offers access to two unlined 11-aside grass pitches (see picture 3). These pitches along with the wider area are owned by North Lanarkshire Council. From our discussions with the local community we have been advised that there have been no bookings on the pitches for several years. We have entered into positive discussion with the Active and Creative Communities team at NLC to engage in discussions about using the pitches

Both the pitches are positioned adjacent to each other facing east to west, therefore running alongside the length of the building. With some remedial work they could be used for ad-hoc use however due to lack of drainage and other external factors continuing their use as grass pitches would not benefit our footballing community.

To enable us to develop the pitches and the surrounding land we are in the process of making a Community Asset Transfer application to North Lanarkshire Council.

The process by which a local charity can make the requests requires the steps outlined in appendix 5.



Picture 3

Planned Use

Our intention is to develop the land to deliver multi-sports opportunities as well as continued public use. The development will be implemented in phases.

- Phase 1 – All Weather Pitch Development
- Phase 2 – Pump Track Installation
- Phase 3 – Multi-Recreation and Community Active Areas
- Phase 4 – Outdoor activity Development

This phased approach ensures the development progresses in a structured, financially manageable way — prioritising core all-weather pitch provision before expanding into complementary recreational and commercial activities. (See appendix 6a & 6b for further detail)

Please note that Phase 2-3 have not been agreed these will require further consultation with the local community.

Development of Community Facility

Initial Stages

As noted above, the community facility that we wish to develop is owned by a local charity, Liber8, however the land on which the building is located is owned by North Lanarkshire Council (see picture 4). We have engaged with Liber8 who have agreed to an assignation. We have also engaged with North Lanarkshire Council regarding the transfer of the lease for the land. At the time of writing our business plan this process is in the final stages and we anticipate being owners of the building in the near future.

The building currently comprises of various spaces which were previously used for boxing, fitness, counselling and meeting spaces. The initial part of our work will be to undertake a significant amount of remedial work to bring the building up to the required health and safety standard to enable public use.



Picture 4

Planned Use

Similar to the development of the land, the work undertaken in the building will be undertaken in phases.

- Phase 1 – Building Stabilisation and Enabling Works
- Phase 2 – Feasibility, Design and Approvals
- Phase 3 – Core Refurbishment and Infrastructure Upgrades
- Phase 4 – Internal Fit-Out and Community Facilities
- Phase 5 – Activation, Programming and Partnership Delivery

This stage transitions the building from a refurbishment project to a fully operational community asset, delivering sustainable social, health, and economic benefits. (See appendices 7a & 7b for further detail)

Services and Programmes

The Community and Sports Hub will operate as a multi-functional facility, delivering a balanced programme of sporting, community and commercial activity designed to maximise participation, wellbeing and long-term sustainability.

Sports Provision

At its core, the Hub will provide high-quality facilities for training and matchday activity, supporting structured club football across all age groups. A comprehensive coaching pathway will be delivered by qualified coaches, focusing on player development, physical literacy and progression from grassroots to senior levels.

The Hub will also introduce inclusive and participation-based formats such as walking football to support older adults and those returning to activity. A dedicated girls' and women's football pathway will ensure equal access and progression opportunities, while disability and inclusive sport sessions will be embedded within the programme to ensure accessibility for participants with additional support needs. This inclusive sporting model will create clear entry points for beginners alongside development opportunities for more experienced players.

In addition to the footballing activities, we are engaging with several sports organisation to explore partnership that would bring additional opportunities to the local area

These conversations are progressing positively as we explore how the facility can be designed to serve as a versatile multi-sport venue. We are working collaboratively with these organisations to ensure the space meets the needs of various sports.

Furthermore, provisions have been made to include a gym facility within the building. This gym will be accessible to all users of the facility, providing additional value and promoting a broader range of physical activities for the community.

An educational room will be incorporated into the facility, available for use by all sporting organisations. This space is designed to support the development of

theoretical knowledge and skills for athletes, coaches, and volunteers across various sports. It will provide a dedicated area for workshops, seminars, and training sessions, where users can enhance their understanding of key concepts such as tactics, fitness, nutrition, and mental resilience. By offering this resource, we aim to foster a holistic approach to sports development, ensuring that all participants have access to the educational tools they need to excel both on and off the field.

Community Programmes

Beyond sport, the Hub will serve as a community anchor asset offering a range of health and wellbeing programmes aimed at reducing isolation, improving mental health, and promoting active lifestyles. After-school clubs and youth engagement activities will provide safe, structured environments for young people, supporting confidence, teamwork and personal development. All activities will be delivered in line with robust safeguarding policies and procedures, ensuring a safe, inclusive, and supportive environment for all participants.

Adult learning courses and skills-based workshops will be delivered in partnership with local organisations, enhancing employability and lifelong learning opportunities. During school holidays, multi-activity camps will provide affordable childcare solutions while encouraging physical activity and social interaction.

The facility will be designed to be fully accessible to older residents of the area, offering programmes and activities tailored to their needs, such as gentle exercise classes, wellness workshops, and social events. These services will provide a safe and welcoming space for older community members to stay active, engage with others, and access health resources.

The ambition for the building is to create a shared space that will be utilised by various partners, council services, and NHS Lanarkshire services, ensuring easy access for local residents. By collaborating with these organisations, we aim to offer a wide range of services under one roof, making it more convenient for the community to access support and resources. This inclusive approach will not only benefit sports users but also provide vital health, wellbeing, and social services to residents in a central, accessible location.

Commercial Activity

To ensure financial sustainability, the Hub will operate a range of commercial services. These will include pitch and room hire for clubs, community groups and external organisations, as well as hosting events, meetings and small conferences. The facility will also provide birthday party packages and structured sponsorship opportunities, enabling local businesses to support and engage with the Hub.

Through this integrated model, the Community and Sports Hub will deliver inclusive sport, preventative health interventions, youth development, lifelong learning and sustainable income generation — positioning the facility as a vibrant, accessible and financially resilient community asset.

Operational Plan

The Community & Sports Hub will operate through a structured and sustainable model designed to ensure effective day-to-day management, high-quality service delivery, and long-term community impact. The operational approach combines strong governance, professional management, and community involvement to create a well-balanced and resilient facility.

Management Structure

The Hub will be governed by a Board/Management Committee, which will provide strategic oversight, ensure financial accountability, and guide long-term development. This structure will build on the existing club committee, which will be expanded to reflect the increased scale and complexity of the facility.

Day-to-day operations will be led by a dedicated Operations Manager, who will be responsible for overseeing all aspects of delivery, including programming, staffing, bookings, and partnerships. This role will act as the central point of coordination between the Board, staff, volunteers, and external partners.

To strengthen inclusivity and future leadership development, a Youth Committee will be established. This will provide young people with a platform to contribute to decision-making and programme design, while also developing skills in leadership and community engagement.

Supporting this structure will be a network of volunteers and committee members with defined roles, including:

- Finance and funding oversight
- Facilities and maintenance coordination
- Safeguarding and welfare leadership
- Community engagement and partnerships
- Governance and legal expertise

Staffing

The Hub will adopt a phased and flexible staffing model, ensuring that resources align with demand while maintaining high standards of delivery. A blended workforce of paid staff and volunteers will underpin operations.

Core paid roles will include:

- Operations Manager (full-time)
- Facility and Bookings Coordinator
- Grounds and Maintenance support
- Sessional coaches and programme leads
- Cleaning and caretaking staff
- Administrative and coordination support

Volunteers will play a vital role in supporting delivery and enhancing community ownership of the facility. Volunteer roles will include:

- Assistant coaches and activity leaders
- Youth workers and programme support staff
- Event and community volunteers

This approach ensures cost-effectiveness while enabling a broad and diverse programme of activity.

Safeguarding and Welfare

The Hub will operate as a safe, inclusive, and welcoming environment for all users, with safeguarding embedded across all activities and services. Robust policies and procedures will be implemented in line with national standards and best practice guidance.

Key safeguarding measures will include:

- A comprehensive Child Protection and Safeguarding Policy
- PVG checks for all staff and volunteers working with children and vulnerable groups
- A designated Safeguarding Officer responsible for oversight and compliance
- Clear reporting, recording, and escalation procedures
- Ongoing training for staff and volunteers in safeguarding and inclusion

These measures will ensure that all participants, particularly children and vulnerable individuals, are protected and supported at all times.

Facility Maintenance

The Hub will implement a proactive and preventative maintenance programme to ensure that all facilities remain safe, accessible, and of a high standard. Maintenance will be managed through a combination of in-house staff and external contractors where specialist work is required.

The maintenance schedule will include:

- **Daily:** Cleaning of indoor areas, waste management, and routine safety checks
- **Weekly:** Inspection of pitches, equipment checks, and minor repairs
- **Monthly:** Deep cleaning, maintenance reviews, and formal health and safety inspections
- **Annually:** Compliance checks (e.g. fire safety, electrical systems), servicing, and planned upgrades

This structured approach will minimise disruption, extend asset lifespan, and maintain a positive user experience.

Opening Hours

The Hub will operate extended and flexible opening hours to maximise accessibility and usage across a wide range of user groups. The proposed core hours are:

- **Weekdays:** 09:00 – 22:00
- **Weekends:** 09:00 – 18:00
- **School holidays:** Extended daytime hours to support camps and community programmes

Opening times will be reviewed regularly and adapted in response to demand, commercial opportunities and programme growth.

Booking Systems

An efficient and user-friendly booking system will be central to the Hub's operations, enabling effective management of facilities and maximising utilisation.

The booking system will include:

- An online platform for pitch, room, and programme bookings
- Block booking arrangements for clubs and partner organisations
- Pay-as-you-go access for community users
- Centralised administration and scheduling oversight
- Transparent pricing aligned with community accessibility and commercial sustainability

This system will support both operational efficiency and income generation.

Health & Safety, Risk Management and Insurance

The Hub will operate in full compliance with all relevant health and safety legislation, with a strong focus on risk management and user safety. Policies and procedures will be regularly reviewed and embedded across all areas of operation.

Key elements will include:

- A comprehensive Health & Safety Policy
- Regular risk assessments for all activities and facilities
- Emergency procedures, including fire evacuation and first aid response
- Trained first aid personnel available during operational hours
- Incident reporting and monitoring systems
-

Appropriate insurance cover will be maintained at all times, including:

- Public Liability Insurance
- Employer's Liability Insurance
- Building and Contents Insurance
- Professional Indemnity Insurance (where required)

This approach ensures that risks are effectively managed while protecting users, staff, and the long-term sustainability of the Hub.

The operational framework is designed to provide a clear, structured, and scalable approach to managing the Community & Sports Hub. By combining strong governance, effective staffing, robust policies, and efficient systems, the Hub will be well-positioned to deliver high-quality services and achieve its social, health, and economic objectives. Further details can be found in appendix 8 which provides details of the operational plan that will be implemented post the construction phases



Financial Plan and Funding Strategy

Financial Plan

The financial plan has been developed to demonstrate the viability, sustainability, and growth potential of the proposed facility. It is based on prudent assumptions, benchmarking against comparable community sports facilities across the area, and a realistic assessment of local demand.

The model reflects a balanced approach, combining strong recurring revenue streams with controlled operating costs, ensuring that the facility can achieve early break-even and generate surpluses for reinvestment.

Capital Costs

The total capital investment required to deliver the facility is estimated at £3.27m incorporating construction, equipment, and associated development costs.

Category	Estimated Cost (£)	Notes
Purchase Price	£1.00	Subject to further discussions
Land Development (2 x 3G pitch)	£1,841,835	See appendix 9
Phase 2 – 4 - Land Professional Fees	£35,000	
Building Development (Refurb)	£182,333	
Building Development (Kit out)	£759,900	
Building Development (Upgrade)	£218,410	
Contingency (7.5%)	£227,810	
Total Capital Cost	£3,265,289	

The largest proportion of expenditure relates to construction and pitch installation, reflecting the high-quality standards required for durability and year-round use.

A contingency provision of 7.5% has been included to mitigate risk and ensure financial resilience during delivery.

At this stage of the development, we have not obtained any further costs regarding the other activities, as the local community will be consulted to agree the final layout.

In-Kind Contributions

In addition to direct financial investment, the project benefits from strong private sector support through in-kind contributions:

Contributor Type	Value (£)	Description
Local contractor	£10,000	Discounted groundworks
Local contractor	£40,000	Volunteer Time
Local business	£10,000	Donation of materials
Total In-Kind Value	£60,000	

These contributions have already been confirmed to reduce the net capital requirement to approximately £60k and demonstrate early stakeholder commitment. We are continually engaging with businesses to maximise in-kind contributions and anticipate this figure being significantly higher.

Construction Funding Sources

Grant Funding

Grant funding will form the cornerstone of the capital financing strategy, with applications being submitted to:

Funder	Potential Amount	Notes
sportscotland	£250,000	
Scottish Football Association – Facilities and Development Funding	Up to 50% of total costs	Match funding needs to be in place
North Lanarkshire Council – Regeneration Grant Fund	TBC	Awaiting EOI submission date and confirmation that funding is available
North Lanarkshire Council – CAT Capital Grant	£100,000	Only available if CAT is approved
The Benzie Foundation	TBC	Engaging with funder
Cycles Facilities Fund	TBC	Engaging with funder
Scottish Football Partnership Development Fund	TBC	Engaging with funder
The Robertson Trust	TBC	Between £5,000 and £20,000
CAREs	Up to £80,000	Grants up to £80,000 are available install renewable technologies
The Clothworkers Foundation	TBC	Grants over £15,000 for the refurbishment and/or fixtures and fittings

Target Grant Contribution: £2.5million

These funds will primarily support capital development and ensure affordability for community users. A number of these grant applications cannot be pursued until we are the owners of the facilities.

Private Sector Investment

Private investment will provide additional capital and may be structured through:

- Strategic partnerships with local businesses

Target Investment: £705,000

Operating Costs

Operating costs have been carefully modelled to ensure efficient delivery while maintaining high standards of service, safety, and customer experience.

Cost Category	Year 1 (£)	Year 2 (£)	Year 3 (£)
Staffing (inc on costs, travel)	£174,204	£211,290	£215,621
Staff Training	£1,000	£1,000	£1,000
Sessional Staff Costs	0	0	£66,229
Travel Expenses	£500	£600	£750
Rent	£950	£950	£950
Rates	£2,000	£2,500	£3,000
Utilities	£42,000	£50,000	£58,000
Maintenance	£8,000	£10,000	12,000
Building Equipment	£15,000	0	0
Building Equipment Replacement Fund	0	0	£5,000
Insurance	£2,500	3,000	3,500
Marketing	£750	£850	£1,000
Software, Website, IT & Admin	£3,000	£3,100	£3,250
Audit & Accountancy	£1,500	£1,600	£1,750
Bank Fees	£200	£250	£300
Payroll Costs	£50	£75	£100
Cleaning Materials	£3,000	£4,500	£6,000
Professional Fees	£4,000	£5,000	£6,500
Legal Fees	£2,000	£2,000	£2,000
Printing & Stationary	£1,500	£2,000	£2,250
Service & Testing	£2000	£2000	£2000
Telephone & Internet	£2,000	2,500	£3,000
Volunteer Experience	£500	£500	£500
Facility Hire	£72,380	£29,500	£21,000
Football Admin & Compliance	£960	£4,200	£4,200
Football Equipment Replacement Fund	£5,400	£7,250	£10,290
Coaching Expenses	£1,800	1,800	£2,100
Playing Kits	£42,100	£47,600	£54,000
Contingency	£19,999	22,778	£29,602
Total Operating Costs	£409,293	£416,843	£515,892

The projected operating costs increase steadily over the three-year period, rising from £409,293 in Year 1 to £515,892 in Year 3. The largest areas of expenditure are staffing, utilities, facility hire, and playing kits, reflecting the organisation's focus on service delivery, programme growth, and operational capacity. Staffing costs increase year-on-year, with additional sessional staff introduced in Year 3 to support expanded activity.

Other costs such as equipment replacement funds, maintenance, marketing, and professional services also rise gradually to ensure sustainability and ongoing compliance. While some one-off capital costs, such as building equipment, are concentrated in Year 1, the budget includes contingency allocations each year to provide financial resilience and support long-term operational stability.

Revenue Streams

The financial model is underpinned by a diversified income strategy, reducing reliance on any single revenue source and enhancing resilience.

Revenue Source	Year 1 (£)	Year 2 (£)	Year 3 (£)
Staff Costs Funding	£50,058	£16,756	0
Pitch Hire	£27,000	£28,500	£32,000
Donations	£121,278	£143,490	£165,726
Gift Aid	£84,800	£34,800	£41,400
Membership Fees	0	£6650	£20,250
Room Hire	£9,500	£10,500	£11,500
Commercial Activity	£3,000	3,000	£3,000
Camps & Programmes	£6,000	£6,000	£6,000
Sponsorship	£19,200	£21,120	£23,040
Advertising	£5,000	£5,000	£5,000
Grants – football	£10,000	£15,000	£17,500
Grants – community	£74,000	£92,000	£150,000
Events – football	£6,500	£9,900	£10,300
Events – community	£5,000	£5,000	£5,000
Total Revenue	£446,336	£457,716	£560,716

The organisation’s projected revenue increases from £446,336 in Year 1 to £560,716 in Year 3, demonstrating a strong and diversified income model. The largest sources of income are donations, community grants, and Gift Aid, alongside growing earned income from pitch hire, membership fees, room hire, and sponsorship. This reflects both strong community support and an increasing ability to generate sustainable revenue through facility usage and programme delivery.

Over the three-year period, the organisation anticipates significant growth in community grant funding and membership income as participation and engagement increase. Additional income from events, football-related grants, camps, and commercial activities further strengthens the financial position, helping to support long-term sustainability and continued expansion of services.

Financial Performance and Sustainability

Income and Expenditure

Year	Total Revenue (£)	Total Costs (£)	Surplus (£)
Year 1	£446,366	£409,293	£37,043
Year 2	£457,716	£416,843	£40,873
Year 3	£560,716	£515,892	£44,824

The facility is projected to generate a positive operating surplus from Year 1, with increasing profitability over time.

These surpluses will be reinvested into:

- Facility improvements
- Community programmes
- Equipment upgrades
- Financial reserves

Cash Flow

Cash flow projections indicate a strong liquidity position, ensuring the organisation can meet its financial obligations and build reserves:

Year	Opening Balance (£)	Net Cash Flow (£)	Closing Balance (£)
Year 1	£25,000	£37,043	£62,043
Year 2	£62,043	£40,873	£102,916
Year 3	£102,916	£44,824	£147,740

Funding Strategy

As noted above the project will be financed through a blended funding approach, combining grant funding, private investment, commercial income, and community contributions.

Social Value

Beyond financial sustainability, at present St Patricks Sport Academy currently delivers £380,000 social value per year. With the planned growth of our current football teams and the wider developments that the project will deliver, an estimated £1.9m in social value will be generated over the 3 years of the business plan, representing a significant return on public and partner investment. Appendix 11 provides further detail regarding the calculations. This social value calculations does not include any services or programmes that the project will deliver post construction.

The financial plan demonstrates that the proposed facility is financially viable, sustainable, and resilient. With strong projected revenues, controlled costs, and diversified funding sources, the project is well-positioned to deliver both economic and social value.

The blended funding strategy reduces reliance on any single source while leveraging strong partnerships across the public, private, and community sectors, ensuring the long-term success of the facility.

Operational & Strategic Objectives

In this section, both operational and strategic objectives are outlined to demonstrate how the club will sustain and grow its impact within the local community. As a grassroots football organisation currently supporting over 250 young people, it is essential to show not only the long-term vision for developing a community and sports hub, but also how day-to-day delivery will continue to meet the needs of participants.

By including both, this section clearly shows how the club's long-term vision is underpinned by realistic, achievable steps, giving confidence to stakeholders that the project is both aspirational and deliverable.

Operational objectives will focus on the practical actions required to deliver weekly sessions, maintain participation levels, support volunteers and coaches, and ensure a safe, inclusive environment.

2026 - 2027

- Expand our goalkeeping academy
- Expand our player to coach pathway
- Employ St Patrick's Supports Academy's first team member
- Formally Open The Community Hub
- Increase our Volunteer Engagement
- Launch our 2021 team
- Provide additional volunteering opportunities
- Further develop our annual coaches training programme
- Review of our constitution

2027 - 2028

- Introduce St Patricks Sports Academys first girls team
- Launch our 2022 team
- Introduce St Patricks Sports Academys first Walking Football team
- Support the recruitment of 4 local residents to our facilities team
- Acheive SYFA Gold Status
- Launch our WOSFL senior team
- Development of a lifeskill programme for both our sporting community and the wider community
- Expand our ASN football delivery
- Formally Open The Sports Hub

2028 - 2029

- Support the recruitment of 6 local residents to our sessional team
- Delivery of a lifeskills programme in partnership with local organisations
- Strive to maintain 100% SYFA compliance across 3 years of business plan
- Delivery of vocational pathways in partnership with local employability provision
- Promote and develop a digital programme for all local residents
- Launch our 2023 team

Strategic objectives set out the club's broader ambitions, including expanding access to football, strengthening community engagement, and establishing a sustainable facility in a deprived area of North Lanarkshire. These reflect the long-term commitment to improving health, wellbeing, and social opportunities for local young people and families.

Increased Access to Sport & Physical Activity

The development of the facility will remove current capacity barriers and significantly expand participation in sport and physical activity across the community. By securing ownership of the pitches, the club will be able to increase the number of training slots, programmes, and teams delivered on a consistent basis. The introduction of high-quality all-weather facilities will ensure all year-round access, while also enabling the expansion of key priority areas such as girls' football, ASN (Additional Support Needs) provision, and wider multi-sport opportunities. As a result, the project will lead to increased participation across all age groups, with a particular impact on underserved and currently excluded groups.

Improved Health & Wellbeing

The project directly responds to significant local health inequalities by focusing on prevention and early intervention. Evidence highlights high levels of deprivation, poor health indicators including obesity and cardiovascular risk, and low early-life health outcomes within the area. The hub will provide accessible opportunities for physical activity, alongside programmes that support mental health and wellbeing. In addition, it will create pathways for early intervention and social prescribing in partnership with local services. Collectively, this will contribute to improved physical health, enhanced mental wellbeing, and a reduction in long-term pressure on health services.

Tackling Inequality & Poverty

A core impact of the project is reducing barriers associated with deprivation and inequality. The hub will provide free or affordable access to activities, ensuring that cost is not a barrier to participation. Through partnership working, the facility will also offer access to wider support services, including financial advice, employability support, and education opportunities. Its local, place-based delivery model removes transport and accessibility challenges, making services easier to reach for those most in need. This will result in greater inclusion for low-income families, contribute to tackling child poverty, and create more equitable access to opportunities within the community.

Stronger Community Cohesion & Resilience

The hub will act as a central, inclusive community anchor, bringing people together and strengthening local connections. By providing a shared space for all ages, it will encourage volunteering, community participation, and intergenerational activity. The redevelopment of a currently underused site will also foster a renewed sense of pride and ownership within the community. These outputs will contribute to reduced social isolation, stronger community networks, and an increased sense of belonging among local residents.

Positive Outcomes for Children & Young People

The project will provide a safe, structured, and supportive environment for children and young people, helping them to develop both personally and socially. Through participation in sport and wider activities, young people will build confidence, teamwork, and leadership skills. If developed as part of the wider hub, access to homework and study spaces will further support educational attainment. These interventions will lead to improved life chances, increased engagement in positive activities, and a reduction in the risk of anti-social behaviour.

Reduction in Anti-Social Behaviour & Improved Safety

By transforming a currently underused and problematic space into an active and well-managed facility, the project will contribute to improved community safety. Increased footfall, regular supervision, and targeted engagement with local young people will help deter anti-social behaviour. This activation of the space will create a safer environment for residents, reduce incidents of disorder and vandalism, and increase overall community confidence.

Economic & Employability Benefits

The project will support local economic growth by creating both employment and volunteering opportunities. Jobs will be generated through the operation of the facility, including coaching, administration, and maintenance roles, while volunteering pathways will support skills development and progression. Partnership working will further enhance employability outcomes for local residents. In addition, increased activity at the site will contribute to wider local economic benefit. These outputs will lead to improved employability, local income generation, and support inclusive economic growth.

Enhanced Community Infrastructure

The development will address a clear gap in local provision by delivering high-quality sports and community facilities within the area. The hub will provide access to sports infrastructure, flexible community spaces, and potentially digital and educational resources. It will also support delivery from third sector organisations and partners, creating a shared space for services to operate more effectively. This will result in improved access to services, reduced pressure on existing public provision, and a stronger, more connected local service ecosystem.

High Demand & Strong Community Support

Extensive consultation demonstrates strong demand and clear community backing for the project. Between 82% and 97% of respondents across different stakeholder groups expressed support for the development, with many indicating a strong intention to use the facility regularly. There is also significant willingness from the community to engage through volunteering and ongoing participation. This high level of support provides confidence in the project's sustainability, ensuring strong usage, community ownership, and reduced delivery risk.

Long-Term Strategic Impact

The project is closely aligned with national and local policy priorities, including health improvement, increasing physical activity, tackling poverty and inequality, and strengthening community empowerment. By integrating sport, health, community services, and economic opportunities within a single place-based model, the hub will act as a delivery mechanism for multiple policy outcomes. As such, it represents not only a facility, but a long-term strategic asset capable of delivering sustained, measurable impact across the community.

Overall Anticipated Impact Summary (please refer to appendix 10a for further detail)

The project is expected to:

- Increase participation in sport and community activity
- Improve health and wellbeing outcomes
- Reduce inequality and barriers to access
- Strengthen community cohesion and resilience
- Support young people's development and safety
- Create economic and volunteering opportunities
- Transform an underused space into a vital community asset

Performance against these objectives will be monitored quarterly through a structured evaluation framework, incorporating participation data, financial reporting, and user feedback to ensure continuous improvement and long-term impact. Please refer to appendices 10b & 10c for further detail on our KPI's and Data Collection Methods.

Risk Assessment & Mitigation

The development and long-term operation of the Community & Sports Hub involves a range of strategic, financial, operational, and external risks. These have been carefully assessed and are actively managed through a structured risk management framework.

A comprehensive Risk Register has been developed (see Appendix 12) which identifies key risks across all stages of the project lifecycle, including acquisition, development, and ongoing operations.

At a strategic level, key risks include potential delays in securing asset transfer approvals and legal agreements. These are being mitigated through early and ongoing engagement with the local authority, supported by a robust business case and professional legal advice. Planning and regulatory risks are similarly addressed through pre-application consultation, stakeholder engagement, and use of specialist consultants.

Development risks—covering both land and building works—primarily relate to cost overruns, site conditions, and contractor performance. These are mitigated through detailed site surveys, the use of fixed-price contracts where appropriate, contingency budgeting, and strong project management controls.

Financial risks are a central consideration, particularly in relation to funding availability, cash flow during delivery, and income generation post-completion. The project adopts a phased delivery model, diversified funding strategy, and conservative financial forecasting to reduce exposure. Ongoing financial monitoring and governance oversight will ensure early identification of any issues.

Operational risks post-completion include staffing capacity, facility utilisation, and safeguarding. These are mitigated through workforce planning, proactive programming and marketing strategies, and robust policies and compliance procedures.

Stakeholder and partnership risks are addressed through formal agreements, clear communication, and sustained community engagement to ensure long-term support and participation.

Finally, external risks such as economic conditions, policy changes, and extreme weather have been considered. While these are less controllable, resilience is built into the project through diversified income streams, adaptive planning, and sustainable design principles.

The Risk Register is reviewed regularly by the Board and project team to ensure that mitigation measures remain effective and responsive to changing circumstances.