



North Lanarkshire
Muslim Women and Family Alliance



New Community Hub previously known as **The Janet
Hamilton Centre.**

**Business Plan
2024 - 2029**

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1 Introduction and Background

1.1 Project Summary

Background and Context

The North Lanarkshire Muslim Women and Family Alliance (NLMWA) has a distinguished history of over 30 years dedicated to serving vulnerable and the ethnic minority communities in North Lanarkshire. As a trusted and integral part of the community, NLMWA has consistently provided essential services and support to individuals and families, ensuring that everyone has access to opportunities for growth, well-being, and social inclusion.

Throughout our history, we have focused on addressing the needs of those who are often overlooked, including ethnic minorities, refugees, women, and children. Our services are designed to empower these groups, promoting equality, social justice, and community cohesion. NLMWA's initiatives include:

- **Advocacy and Support:** Offering befriending services and advocacy to help individuals navigate complex social and legal systems.
- **Educational Programs:** Providing language classes, IT training, and other educational opportunities to enhance skills and improve employability.
- **Health and Well-being:** Conducting fitness classes, healthy eating workshops, and mental health support sessions to promote physical and mental well-being.
- **Cultural and Social Activities:** Organising cooking classes, art workshops, and social events to foster community spirit and cultural exchange.
- **Volunteerism:** Creating opportunities for community members to volunteer, thereby building leadership skills and fostering a sense of community responsibility.

As a registered charity in Scotland (SC045588) and has been granted status as a Scottish Charitable Incorporated Organisation (SCIO), NLMWA has built a robust framework of trust and credibility within the community. For over a quarter of a century, we have operated from the Old Monkland Community Centre, continually expanding our services to meet the growing needs of the population. However, the increasing demand for our services has highlighted the limitations of our current facilities, necessitating the move towards acquiring the Janet Hamilton Centre & Coatbridge Outdoor Centre through a community asset transfer.

Our long-standing commitment to service and our deep roots in the community position us uniquely to manage and develop this new hub. We envision a future where the Janet Hamilton Centre & Coatbridge Outdoor Centre will serve as a vibrant and inclusive space, continuing our legacy of support, empowerment, and community development.

What We Will Do

We will be consulting with all stakeholders and residents to continue access to our core services at Old Monkland Community Centre, however, need to ensure that the building is fit for purpose and accessible by all so that we can expand on what we do to our community and The Janet Hamilton Centre & Coatbridge Outdoor Sports Centre can offer the space our community needs.

Our previous consultation with our service user revealed that they will support us to do more of what we do best, and our service users have told us they will use a variety of services. This will include:

- Employability and training programmes.



- Health initiative programme, healthy eating including healthy curry cooking classes.
- Access to advice on Benefits, employment, and welfare rights both through working with partners CAB (Citizen Advice Bureau).
- We will focus more of our activities on the needs of older and disabled people in our community, through a range of interest and physical activities classes as well as having café on site.
- We will start café offering the menu for snacks and light lunches as well as introducing outside catering and catering for customers booking our social (halls) spaces for activities bringing diverse community women together developing friendship and meaningful integration.
- Services for elderly Muslim women with the facility of freshly cooked food that meet their cultural religious requirement.
- A dedicated place and services for youth from cultural perspective to learn skills and classes about their ethnic identity and to be more inclusive.
- Art and craft workshops from Islamic perspective and Scottish culture
- Provision for Mental health support service for women with little or no basic understanding of the English Language.
- English language classes for newly arrived Minority Women.
- Better links with local projects that provide essential services.
- Services provision on everyday basis not just once a per week which we currently have.
- Helping domestic abuse and reconciliation service involving other services.
- More help for Refugee community including Refugee's children integration into the community.

1.2 Organisational Context

The North Lanarkshire Muslim Women's Association (NLMWA) currently offers a diverse range of activities from the Old Monkland Community Centre, including:

- **Cooking Classes:** Enabling participants to learn culinary skills and explore various cuisines, promoting healthy eating habits and cultural exchange.
- **IT Training:** Providing essential digital skills to bridge the digital divide and enhance employment opportunities.
- **Training Kitchen:** Offering practical training in food preparation and safety, supporting vocational skills development.
- **Language Classes for All Ages:** Facilitating language learning for both children and adults, fostering better communication and integration.



- **Fitness and Art Classes:** Including keep fit sessions and art workshops, promoting physical well-being and creative expression.
- **Volunteering Opportunities:** Engaging community members in meaningful volunteer work, enhancing skills, and fostering a sense of community.
- **Recycling and Healthy Eating Sessions:** Educating children and adults on the importance of recycling and maintaining a healthy diet.
- **Advocacy and Befriending Services:** Providing support and companionship to those in need, enhancing social inclusion and mental well-being.

NLMWA in discussions with North Lanarkshire Council regarding the CAT (Community Asset Transfer) application to bring the Janet Hamilton Centre & Coatbridge Outdoor Sports Centre into community ownership. This transfer would enable us to develop a community hub that fit for purpose and can accommodate the growing demand for our services. We have planned a comprehensive consultation event involving all current projects based at the Old Monkland Community Centre to gather input and support from our community. This event will help us shape the future of the Centre to better serve the diverse needs of our community.

1.3 Vision and Mission

Vision

Our vision is to cultivate a society in North Lanarkshire free from discrimination, where individuals from both minority and majority backgrounds have equal access to opportunities. We aim to foster a more vibrant, inclusive, and economically active community. This aligns with the principles outlined in the Equality Act 2010 and the Community Empowerment (Scotland) Act 2015, which advocate for equality, community engagement, and empowerment.

Mission Statement

The new community hub will become a central hub for the local community across North Lanarkshire, providing a welcoming space for all. Our mission is to offer a range of services and support all community, enabling them to become financially independent, develop their skills, and gain equal opportunities in the workplace. Our Centre will serve as a vital resource for both younger and older community members, offering diverse activities to foster integration and cohesion between minority and majority communities. This mission is integral to addressing issues such as child poverty and social exclusion, promoting a sense of belonging and shared purpose among all residents.

Culture

We recognise that ownership of the new community hub brings a significant cultural shift for our organisation. This change necessitates a focus on promoting diverse and innovative services within the Centre, charging competitive rates for hall hires, and introducing additional revenue streams. As a Board, volunteers, and our future staff team, are committed to embracing these changes to sustain our social outcomes and benefit the local community.

We understand that achieving our vision and mission relies on a balanced approach to income generation and project funding. While we will pursue trading income through various means, we remain steadfast in our belief that essential services such as advice and employability support should be freely accessible to those in need. This commitment ensures that we uphold our values of equality and inclusion, as enshrined in the Equality Act 2010.



Our strategic approach aligns with the Community Empowerment (Scotland) Act 2015, which empowers communities to take control of assets and services to meet local needs. By taking ownership of the Janet Hamilton Centre and Coatbridge Outdoor Centre, we aim to create a sustainable and impactful hub that addresses the socioeconomic challenges faced by our community, promotes cohesion and inclusion, and contributes to the broader goal of reducing child poverty and enhancing quality of life for all residents.

Strategic Aims

Our strategic aims, as outlined in our Constitution, are aligned with the Scottish Government's strategic aims of promoting equality, enhancing community cohesion, and supporting economic and social development. These aims are:

- **To organise and provide recreational activities:** These activities aim to improve the quality of life for residents, particularly those for whom such facilities and activities are primarily intended.
- **To prevent and relieve poverty and/or unemployment:** This objective focuses on providing support and opportunities for the community to improve their economic conditions.
- **To advance citizenship:** This involves fostering a sense of community, civic engagement, and social responsibility in our community.
- **To relieve those in need:** We aim to support community who are disadvantaged due to age, ill-health, disability, financial hardship, or other factors.

Strategic Objectives

To achieve our strategic aims, we have established the following objectives that align with the Scottish Government's broader goals:

Increase Community Engagement:

- We aim to increase the number of people visiting the Centre by at least 15% in the first year. This will involve outreach and engagement efforts to draw more residents to our activities and services.
- We will attract an additional four groups to use our space in the first year, with a goal of increasing this number annually. This will foster greater community participation and resource sharing.

Enhance Economic Opportunities:

- We will boost turnover in our community café by attracting more visitors during the week and weekends, showing a consistent annual increase. This supports local economic activity and provides a social hub.
- We will introduce an outside catering service through the café, catering for events at the Centre and securing contracts with local businesses for small meetings. This initiative will create job opportunities and increase our revenue streams.

Expand Social and Learning Opportunities:



- We will provide diverse learning opportunities to help youth and adults develop new skills and interests. This includes workshops, classes, and training programs that align with local needs and market demands.
- We will create more opportunities for social interaction and community building to help overcome isolation. This includes hosting social events, support groups, and recreational activities.

Strengthen Community Services:

- We will offer information and linkages to other community groups and council services, bringing essential outreach services into the Centre. This ensures residents have access to a wide range of support and resources.
- We will increase bookings of our space for social events such as weddings, parties, and funeral teas, creating a vibrant community hub that caters to diverse needs and celebrations.

By pursuing these objectives, we aim to create a sustainable and inclusive community hub that aligns with the Scottish Government's strategic aims of fostering equality, community empowerment, and socioeconomic development. Our efforts are geared towards building a resilient community that can thrive economically, socially, and culturally.

1.4 Methodology

Our methodology in developing this business plan is rooted in extensive community knowledge and strategic planning over several years. Here are the key elements of our approach:

- **Community Knowledge and Feedback:** Our deep understanding of the local community, built over many years through various social and festive events, has significantly contributed to the formulation of this business plan. This knowledge has been consolidated from a wide range of feedback and experiences gathered during our community engagements over the past few years.
- **Strategic Planning:** The community asset transfer agenda has been a prominent item on our Strategy Committee's agenda for the past two years. This ongoing focus highlights our commitment to securing and optimising community assets to meet the evolving needs of our members and the wider community.
- **Expert Consultation:** Trustees convened a meeting with a consultant to assess the viability of our plans and seek expert advice on the best path forward. This consultation has been crucial in refining our approach and ensuring our strategies are robust and feasible.
- **Formation of a Working Group:** A dedicated Working Group, consisting of nine trustees, was established to concentrate specifically on the community asset initiative. This group's primary role is to steer the project, ensuring that all efforts are aligned with our strategic goals and community needs.
- **Operational Group:** Our Operational Group comprises over 25 volunteers who manage and run various projects and work streams. These volunteers, integral to our operations, have been consulted throughout the planning process and will play a critical role in executing the project work and administrative tasks based on their skills and expertise.
- **Business Planning and Training:** The collective efforts of our Working Group and volunteers have been instrumental in shaping the business plan to support our Community Assets bid. However, we recognize the need for additional training for our volunteers to effectively manage



and execute the new projects. This training will focus on enhancing their skills and capacity to deliver on the initiatives related to developing the hub as a key asset in the local community.

- **Consultation with Stakeholders:** We will collaborate with the Lanarkshire Council to conduct a wider consultation. A public consultation meeting will be held to engage local residents and gain their input. Additionally, stakeholder meetings and interviews will be conducted to gather diverse perspectives on the community's needs. Property valuations and assessments will be arranged shortly to inform our planning further.
- **Data-Driven Business Plan:** The Business Plan has been developed based on data collected from consultations, meetings, and ongoing communications between the consultant, the current user community, the Strategy Group, and the Operational Group of the NLMWA. This collaborative and comprehensive approach ensures that our business plan is well-informed and reflective of the community's aspirations and needs.

This comprehensive methodology underscores our strategic approach and dedication to empowering the community through well-planned and executed projects. By leveraging our deep community knowledge, strategic foresight, expert consultation, and the dedication of our volunteers, we aim to create a sustainable and impactful community hub that meets the needs of our diverse population.

2 The Need and The Evidence of Need

2.1 The Need

NLMWA currently serves over 200 members, providing a diverse range of services and support aimed at improving the lives of our community members. To ensure our initiatives align with the evolving needs of the local population, we actively engage with the local community, current users, and stakeholders. Through these engagements, we gather valuable insights and responses that help us accurately represent and address the community's needs.

Having operated in this area for over 30 years, we have an in-depth understanding of the local community's dynamics and challenges. Our long-standing presence has given us a unique perspective on the issues faced by local people, particularly the Minority Ethnic Community. These challenges include:

- **In-Work Poverty:** Many members of our community are experiencing rising levels of in-work poverty. Despite being employed, they struggle to make ends meet due to low wages and the increasing cost of living.
- **Welfare Reforms:** Recent changes to welfare policies have significantly impacted our community, making it more difficult for individuals and families to access the support they need.
- **Isolation:** Social isolation remains a significant issue, particularly among elderly and vulnerable populations. This isolation can lead to mental health issues and a decreased quality of life.
- **Community Relations:** Maintaining good community relations is essential for fostering a cohesive and supportive environment. However, tensions and misunderstandings can arise, highlighting the need for initiatives that promote inclusivity and understanding.

Our business plan is informed by ongoing consultations that reflect these concerns. We have conducted thorough surveys, focus groups, and public meetings to ensure that the voices of local people, especially those from the Minority Ethnic Community, are heard and considered.



2.2 Addressing the Needs

To address these pressing needs, our business plan outlines several strategic initiatives:

- **Economic Empowerment:** We aim to provide job training, career counselling, and financial literacy programs to help community members secure better-paying jobs and manage their finances more effectively.
- **Support Services:** We will continue to offer advocacy and support services to help individuals navigate welfare systems and access the benefits they are entitled to.
- **Social Integration:** Through a variety of social and cultural activities, we will create opportunities for community members to connect, reducing isolation and fostering a sense of belonging.
- **Community Cohesion:** By promoting dialogue and understanding between different community groups, we will work to build stronger, more inclusive community relations.

Our comprehensive approach is designed to meet the needs of our diverse community and ensure that everyone has the opportunity to thrive. By leveraging our extensive experience and deep community ties, we are well-positioned to create meaningful and lasting change.

2.3 Evidence of Need Context

Establishing the needs of this community and analysing the market opportunities that will ensure sustainability has been a long and careful process. We have conducted extensive research to ensure we accurately understand and address the needs of the community, local residents, businesses, service providers, and various groups, including local schools, churches, and our members.

The feedback from our comprehensive community consultation has been unequivocally supportive, demonstrating strong endorsement for the proposed developments of the new community hub. With over 300 survey responses and numerous consultation outcomes detailed in Appendix 1, there is a clear and strong consensus on the necessity for upgraded community facilities and services. This robust support is especially significant in addressing the needs of the Minority Ethnic Community, underscoring a community-wide commitment to inclusivity and access to essential resources.

Our research highlights several key findings:

- **High Demand for Services:** There is a significant demand for the types of services we offer, including educational programs, health and wellness activities, social events, and support services.
- **Support for Community Hub:** The concept of transforming the Janet Hamilton Centre & Coatbridge Outdoor Centre into a new community hub has received widespread support. Residents and stakeholders see the value in having a dedicated space for community activities and services.
- **Need for Inclusive Facilities:** There is a clear need for facilities that cater to the diverse cultural and social needs of the community. This includes spaces for cultural celebrations, language classes, and intergenerational activities.



- **Economic and Social Benefits:** The community recognises the potential economic and social benefits of our proposed initiatives. Improved access to services and support can help reduce poverty, enhance social cohesion, and promote economic activity.

These findings underline the critical need for our planned initiatives and provide a solid foundation for our business plan. By addressing these identified needs, we aim to create a vibrant, inclusive, and supportive community hub that will serve as a cornerstone for local development and cohesion.

Our strategic approach, informed by comprehensive research and community engagement, positions us to effectively meet the needs of our community and ensure the sustainability and success of our initiatives.

2.4 Needs of Refugees

In addition to our extensive community engagement, we have identified specific needs among the refugee population residing in high-rise towers in North Lanarkshire. Currently, over 400 refugees live in local areas, and their unique circumstances require targeted support and services to facilitate their integration and well-being. Through consultations, surveys, and collaboration with local service providers, we have identified several critical areas of need:

- **Adequate Living Conditions:** Many refugees are living in overcrowded and inadequate housing conditions. High-rise towers, often not designed to accommodate large families or extended stays, contribute to issues such as lack of privacy, limited access to essential facilities, and increased stress and mental health issues.
- **Language and Communication Barriers:** Language barriers significantly hinder refugees' ability to integrate into the community, access services, and find employment. English language classes for all ages are essential to help refugees communicate effectively and engage with local services and opportunities.
- **Employment and Financial Stability:** Refugees face challenges in securing stable employment due to language barriers, lack of recognition of their qualifications, and unfamiliarity with the local job market. Programs that offer job training, career counselling, and financial literacy are critical to helping refugees achieve financial independence.
- **Social Isolation and Mental Health:** Many refugees experience social isolation due to cultural differences, language barriers, and lack of social networks. This isolation can lead to mental health issues such as depression and anxiety. Creating opportunities for social interaction and community building is essential to alleviate isolation and improve mental health.
- **Access to Education and Training:** Refugee children and youth need support to integrate into the local education system, including language support and tutoring. Adult refugees require access to training programs that can help them acquire new skills and qualifications recognised in the UK.
- **Cultural Integration and Community Cohesion:** Promoting cultural integration and understanding is vital for building cohesive communities. Activities that celebrate cultural diversity and encourage interaction between different community groups can help break down barriers and foster mutual respect and understanding.
- **Health and Well-being:** Access to healthcare services, including mental health support, is a significant need for refugees. Ensuring that refugees can navigate the healthcare system and receive appropriate care is essential for their overall well-being.



Evidence of Need for Our Services

To address these identified needs, NLMWA proposes a comprehensive range of services and support initiatives tailored to the refugee population. Our evidence-based approach includes:

- **Consultation with Stakeholders:** We collaborated with the Lanarkshire Council to conduct a wider consultation, including public meetings, stakeholder interviews, and surveys. This process engaged local residents, service providers, businesses, schools, and churches to gather diverse perspectives on the needs of the refugee community.
- **Survey and Research Findings:** Over 300 survey responses and consultation results provided robust data supporting the need for our proposed services. These findings highlight the community's recognition of the challenges faced by refugees and their support for initiatives that address these challenges.
- **Community Engagement and Feedback:** Our long-standing presence in the community and ongoing engagement with current users and stakeholders have provided us with a deep understanding of the local context and the specific needs of refugees. Feedback from these engagements has been instrumental in shaping our business plan and service offerings.
- **Strategic Planning and Collaboration:** Our strategic aims align with the Scottish Government's goals of community empowerment, cohesion, and inclusion. By addressing the needs of refugees, we contribute to broader efforts to tackle child poverty, reduce inequality, and promote social justice.

Strategic Initiatives to Meet Refugee Needs

- **Language and Education Programs:** Offering English language classes and tutoring support for children and adults to improve communication skills and educational outcomes.
- **Employment Support:** Providing job training, career counselling, and financial literacy programs to help refugees secure stable employment and achieve financial independence.
- **Social and Cultural Activities:** Organising cultural events, social gatherings, and recreational activities to foster community cohesion and reduce social isolation.
- **Health and Well-being Services:** Facilitating access to healthcare services, including mental health support, to ensure refugees receive appropriate care and support.
- **Advocacy and Support Services:** Offering advocacy and befriending services to help refugees navigate local systems, access benefits, and connect with essential services.
- **Community Hub Development:** Transforming the Janet Hamilton Community Centre into a new community hub that provides a welcoming space for refugees and the broader community to access a range of services and support.

By addressing the specific needs of the refugee population and leveraging our extensive experience and community ties, NLMWA aims to create a sustainable and impactful community hub that enhances the well-being and integration of refugees in North Lanarkshire.

3 Delivery Method – Services and Projects



3.1 Delivery Strategy

Phase 1: Establishing the Foundation (Years 1-2)

- **Developing Strong Partnerships:** Over the next five years, our focus will be on fostering robust relationships with our current partners and building new connections with community organisations we haven't previously collaborated with. This broad support network will enable diverse service offerings, ensuring a comprehensive approach to community development.
- **Site Assessment and Development Planning:** Following our site visit, we identified the critical need for redevelopment. We will employ a project & development manager to oversee this process. The development manager will be responsible for securing necessary funding from various sources, including government grants, private foundations, corporate sponsorships, and community fundraising initiatives. This funding will support the redevelopment plans derived from the initial building assessment report, ensuring our facilities meet the evolving needs of the community.
- **Engaging the Community:** We will strengthen our ties with local groups delivering complementary services. By doing so, we aim to enhance existing activities and introduce new, value-added services without displacing current ones. Regular networking sessions will help us inform other groups about our offerings and encourage them to utilise our space.
- **Commencing Funding Applications and Exploring General Funding Opportunities:** To support our redevelopment and service expansion, we will actively pursue a range of funding opportunities. This will include applying for local and national grants tailored to community development, engaging with potential donors, and exploring partnership opportunities that can offer both financial and non-financial support. Our funding strategy will be aligned with our strategic objectives, ensuring that we secure sustainable sources that allow for both immediate impacts and long-term growth.
- **Utilising Available Space for Complementary Services:** As we pursue redevelopment, we will make efficient use of all available spaces within our current facilities. This includes offering some areas as complimentary service venues to local groups and organisations. For example, our outdoor spaces will be optimised for recreational services, providing a venue for community sports, outdoor learning sessions, and wellness activities. These spaces will serve as vital community assets that promote health, learning, and social interaction among diverse groups.
- **Focus on Outdoor Space for Recreational Services:** Recognising the unique value of outdoor recreational opportunities, we will develop and enhance our outdoor spaces to host a variety of activities. This will include structured sports programs, gardening, informal community gatherings, and special events that encourage active living and environmental awareness. By focusing on these areas, we aim to improve the overall wellbeing of our community members, particularly emphasising accessible and inclusive activities that cater to all ages and abilities.

By meticulously planning and executing these initial phases, the new community hub will lay a solid foundation for sustainable community service, ensuring we meet the needs and aspirations of our diverse community effectively.

Phase 2: Enhancing Services and Infrastructure (Years 3-4)

- **Resurrecting Redevelopment Projects:** Utilising insights from the building assessment report, we will undertake redevelopment projects to enhance our facilities, making them more suited to our expanded range of services.



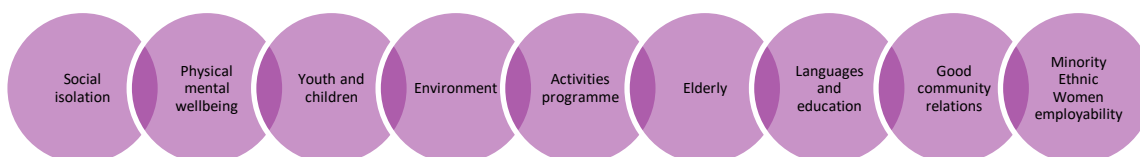
- **Community Networking:** Regular participation in networking events will ensure we remain connected with potential partners who can utilise our space to deliver their services. This collaboration will enrich our service offerings and strengthen community bonds.

Phase 3: Sustainable Growth and Diversification (Year 5 and Beyond)

- **Developing Revenue Streams:** To balance social outcomes with financial sustainability, we will introduce several income-generating activities. These include expanding our café services to offer outside catering for events and increasing space bookings for social events such as weddings, parties, and funeral teas.
- **Volunteering and Employability Opportunities:** Through our café and other services, we will create volunteering and employability opportunities, particularly for ethnic minority to foster community engagement and personal development.

Balancing Social Outcomes

Our approach aligns with research findings and focuses on generating income while offering services that provide significant community and social benefits.



3.2 Developing Services and doing more of what we're already doing

Our projects, designed to benefit the community, will be funded by various sources to ensure sustainability and growth:

- **IT Training:** We will provide comprehensive IT training and access to PCs, enabling community members to apply for services and jobs online. We will link these activities to job clubs and other partners.
- **Café Services:** The café will serve as a hub for volunteering and employability opportunities. We will offer outside catering for events held in our halls and develop the café as a social enterprise.
- **Befriending Services:** Regularly scheduled befriending services will help reduce isolation and build community bonds.
- **Family Support Services:** We will offer advice and support to families affected by issues such as domestic abuse, focusing particularly on ME women.
- **Space Booking:** We will provide local groups and individuals with the opportunity to book our space for various activities, enabling the community to make full use of our facilities.
- **Empowerment Services:** We will offer services aimed at enabling and empowering individuals to help themselves, fostering independence and self-reliance.



- **Healthy Eating Initiatives:** Programs such as a healthy curry club and diverse community cuisine events will promote healthy eating and cultural exchange.
- **Welfare Reform Support:** Extending our existing services, we will offer advice and support to families affected by welfare reform through various projects.
- **Outreach Services:** Partnering with other organisations, we will deliver our services in different locations, ensuring wider community access.

Beneficiary Groups

To ensure our projects meet community needs, we will target the following groups:

- **Children and Young People:** Providing educational and recreational activities to support their development.
- **Older People:** Offering social and health-related services to enhance their quality of life.
- **Working-Age Adults:** Providing employability and skills development opportunities.
- **Long-Term Unemployed:** Delivering targeted support to help them re-enter the workforce.
- **Individual from Deprived Households:** Offering comprehensive support to address multiple challenges.
- **Ethnic Minorities:** Creating tailored programs to support their unique needs and challenges.

Customer Base

We distinguish between our beneficiary groups and our service users, who include:

- **Local Families:** Booking our space for events such as birthday parties, weddings, and funeral teas.
- **Local Residents:** Utilizing our café and other community services.
- **Local Businesses:** Engaging with our catering services and hiring our meeting spaces.
- **Local Social Enterprises and Charities:** Renting our spaces for meetings and events.
- **Local Sole Traders, Businesses, and Start-ups:** Hiring office space to support their ventures.

By aligning our efforts with the Scottish Government's strategic aims, we ensure our initiatives promote community empowerment, cohesion, and inclusion, addressing issues such as child poverty and economic inequality. This comprehensive approach underscores our commitment to creating a vibrant, inclusive, and economically active community hub.

3.3 Generating an Income

In alignment with our mission of community enhancement and empowerment, we aim to generate a sustainable stream of income that will both support and subsidise our community benefit projects. Our approach will leverage the assets and opportunities available at The Janet Hamilton Centre &



Coatbridge Outdoor Centre to create a blend of income-generating activities that also serve our community's interests and needs.

- **Café Operations and Catering Services:** Our café will continue to be a central hub for community engagement, offering a welcoming space for locals and groups. We will expand our café operations to include a catering service that can provide food for events hosted both on and off-site. This will include catering for social events such as weddings, birthday parties, family gatherings, and community celebrations, such as Eid and other cultural festivities. This expansion will not only increase our revenue but also provide job training and employment opportunities for local residents.
- **Garden-to-Table Cooking Workshops:** Utilising our own herb and vegetable croft, we will host garden-to-table cooking classes, where participants can learn to prepare meals using ingredients they have helped grow. This initiative not only teaches cooking and gardening skills but also emphasises sustainable living and healthy eating. Participants will have the opportunity to purchase produce from our garden, further promoting local, organic eating and generating additional income for our centre.
- **Hall Rentals for Events and Classes:** We will actively promote the rental of our halls for various social events, such as weddings, birthday parties, and religious celebrations. Additionally, we will host fitness classes and other group activities at commercial rates to ensure a viable income stream. These facilities will be marketed not just to our immediate community but also to potential users from neighbouring areas, enhancing our visibility and reach.
- **Diverse Cultural and Arts Programs:** To celebrate and foster the rich diversity within our community, we will offer art classes that explore various cultural backgrounds. These will include but are not limited to painting, sculpture, and traditional crafts.
- **Craft and Skill Workshops:** Sewing, knitting, and other craft workshops will be organised regularly, targeting different age groups and skill levels. These workshops will not only teach valuable skills but also act as therapeutic sessions promoting mental well-being.
- **Youth Engagement through Games and Activities:** Recognising the importance of engaging young people, we will implement a range of games and activity programs tailored for youth. These activities will be designed to promote teamwork, personal development, and healthy lifestyles.

Through these diversified activities, The community hub will not only generate the necessary funds to support its operations and community projects but also create an inclusive environment where all community members can learn, socialise, and grow. This strategy ensures that our income-generation efforts contribute directly to our broader goals of community development and empowerment.

Prices and rates to be advise (TBA)

Income Generation through:	Description of services	Price Point Recommendation	Evidence of Demand
Community Café	Healthy eating focus; links with training schemes: <ul style="list-style-type: none"> • Outside Catering 	TBA	Stakeholder meeting, members and community



- Catering for social events – taking place in The Centre
- On-site café, snacks, hot and cold drinks, and light meals

Training Kitchen	Running funded cookery classes focusing on healthy cooking and eating;	Funded project	Stakeholder meeting
Space for Social Events	Rental of one large hall, smaller rooms. For birthday parties; weddings and funeral teas	Hourly rate - TBA (depending on size of hall)	Community and Stakeholder meeting
Meeting Room Hire	Satellite offices and community groups	Hourly rate TBA	Stakeholder meeting
Hire of space for sports clubs/ groups	Hiring the main hall or 2 smaller (sub-divided rooms) for variety of sports including gymnastics, ball games, judo, taekwondo, yoga	Hourly rate TBA	Stakeholder meeting

3.4 Asset Transfer Process (Strategic Financial Resilience and Community Engagement)

To continue providing essential services tailored to the needs of youth and the elderly in our community, it is clear that our current facilities at the Old Monkland Community Centre are inadequate. Thus, an asset transfer has become necessary to sustain and enhance our community services. This step is in line with our strategic goals of improving community facilities as prescribed under the Community Empowerment (Scotland) Act 2015. Our engagement with North Lanarkshire Council began in 2022, as detailed in North Lanarkshire Community Asset Transfer and Participation Request: Annual Report for 2022/23, to discuss the asset transfer proposal.

Robust Financial Strategy and Contingency Planning:

NLMWA has always prioritised robust contingency planning as a crucial component of our strategic initiatives. Despite occasional challenges in funding, our organisation has consistently delivered essential community services, showcasing our dedication and resilience. Our financial planning is meticulous, ensuring the continuity and sustainability of our services through fluctuations in funding.

Diverse Funding Sources:

We have identified multiple funding streams to enhance our financial resilience, including:

- **Developmental and Regenerative Grants:** Aimed at infrastructure and community revitalisation.
- **Development Manager Funding:** To hire a skilled manager who will oversee the asset transfer and redevelopment processes.



- **Community-Specific Fundraising:** Innovative strategies such as the "Goodly Loan" within the Muslim community and annual Zakat contributions traditionally sent abroad are now being redirected to support local developments.
- **Policy Advocacy:** We are advocating for policies that recognize and support community-adapted funding methods, promoting equality and inclusivity.

Community Financial Engagement

The commitment of our community is evident through their substantial pledges towards the sustainability of the community hub. We are also exploring crowdfunding and organizing fundraising events to bolster our financial goals. This strong community backing demonstrates a collective investment in our mission and goals, significantly enhancing our project's viability.

Partnerships for Policy Change and Financial Innovation

We are actively engaging with agencies such as the GCVS Glasgow Council Voluntary Sector and DTAS Democratic Finance team. Our aim is to adapt successful models of democratic finance, such as community shares, to better meet the needs of the Muslim community and other underrepresented groups. This proactive approach not only secures immediate funding but also aims to reshape financial frameworks to support community-led initiatives in the long term.

Our comprehensive approach to securing the asset transfer, bolstered by a strategic financial plan and strong community support, underscores NLMWA's capacity to manage and sustain the Janet Hamilton Centre and Coatbridge Outdoor Centre as vibrant community hubs. By promoting equitable funding practices and advocating for supportive policy changes, we aim to foster a more inclusive and prosperous environment for all community members. This dual approach of securing current funding while shaping future financial frameworks highlights our commitment to the long-term prosperity and cohesion of our diverse community.

3.5 The Rationale for the Janet Hamilton Centre & Coatbridge Outdoor Centre

The Janet Hamilton Community Centre & Coatbridge Outdoor Centre as a new community hub stands as a pivotal element in our strategic vision, aiming to provide a sustainable and accessible hub for community engagement. Our goal is to secure and redevelop this centre through diverse funding sources, aligning with our commitment to long-term community development and support. Securing these funds, while challenging, is a step we are prepared to take, given our strong track record in delivering impactful social outcomes and maintaining a reliable source of support for local residents needing access to advice, support, and employability opportunities.

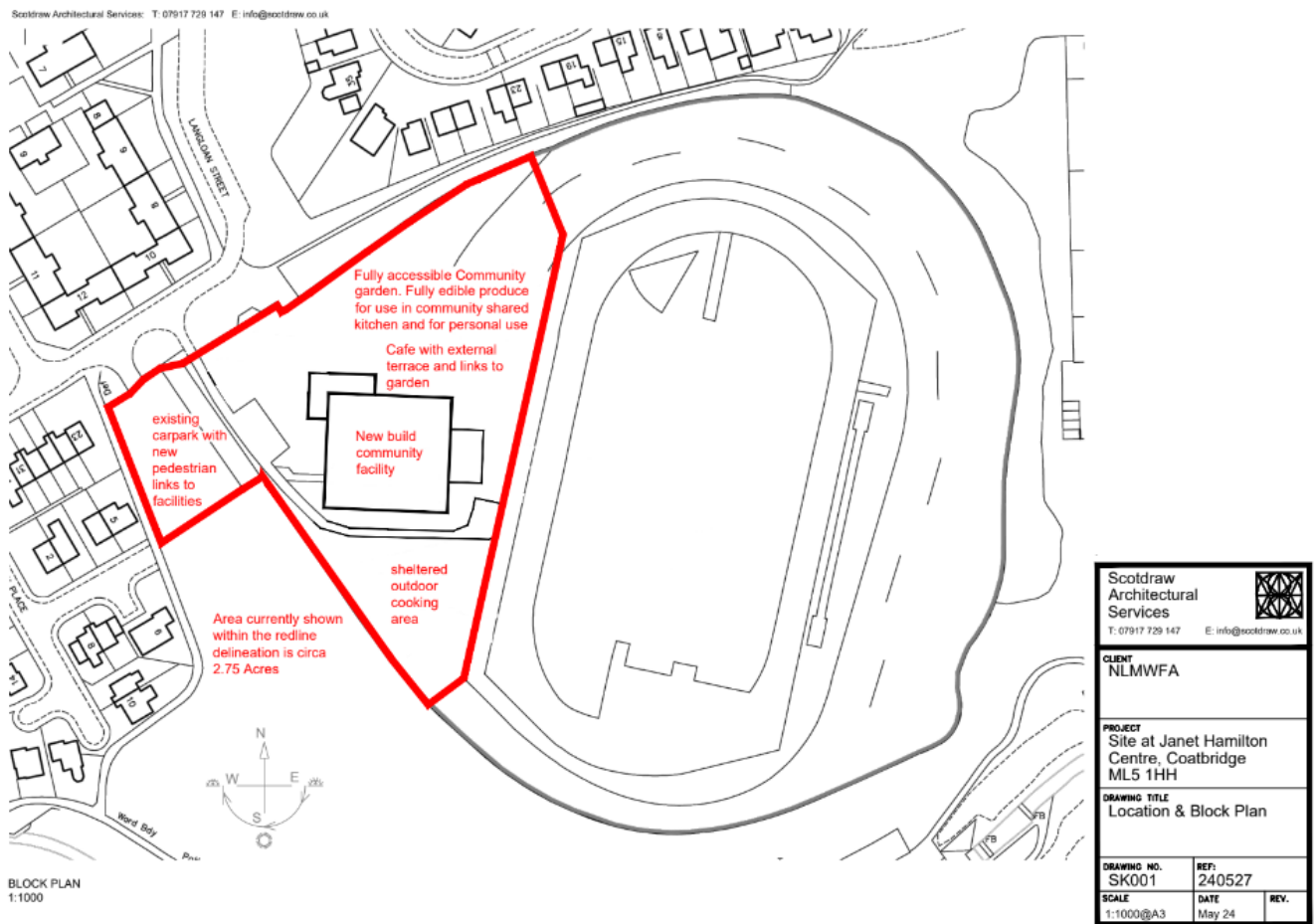
The selection of the Janet Hamilton Centre & Coatbridge Outdoor Centre is strategic. Its central location and established reputation within the community make it an ideal venue that is already familiar to and frequented by our target groups, including older adults and individuals with disabilities. Its potential for accommodating a wide range of activities is crucial for enhancing community accessibility and inclusion.

Ownership and control of the centre by the community are essential. It empowers local residents to directly influence and shape the centre's future projects to meet specific community needs. This is not just a logistical move but a foundational step towards fostering community cohesion, promoting equality, and celebrating diversity within our locality.



In support of these goals, our development plans for the building are informed by the Scottish Government's legislative frameworks, particularly those outlined in the Community Empowerment (Scotland) Act 2015. This legislation encourages community ownership and participation, facilitating the acquisition and management of assets by local groups to enhance their socio-economic, environmental, and cultural development.

Below, we include a conceptual drawing that outlines the potential layout of the new community centre. This vision showcases various aspects of our services and income-generating activities, designed to ensure we can sustain and enhance our service delivery to the community. This plan not only reflects our commitment to operational sustainability but also aligns with governmental objectives to boost local community initiatives, ensuring that all members of the community have equal opportunities to thrive.



Use of the Outdoor Space: Enhancing Community Engagement and Sustainability

In addition to the indoor facilities, the outdoor space surrounding the Janet Hamilton Centre & Coatbridge Outdoor Centre holds immense potential for facilitating various activities and initiatives that align with our organisational goals and key themes.

- **Children and Young People:** The outdoor space will be leveraged to create engaging and interactive play areas for children, providing a safe and stimulating environment for recreational activities and holiday clubs. By incorporating elements such as playground equipment and designated play zones, we aim to foster creativity, physical activity, and social interaction among children of all ages.



- **Social Events and Gatherings:** Furthermore, the outdoor space will serve as a picturesque backdrop for social events and gatherings booked by customers utilising our indoor halls. Whether it's weddings, birthday parties, or funeral teas, the availability of outdoor areas will enhance the overall experience for attendees, offering opportunities for al fresco dining, outdoor ceremonies, and serene moments of reflection amidst natural surroundings.
- **Gardening and Recreational Activities:** Moreover, we envision utilising a portion of the outdoor space for gardening initiatives and recreational activities. Community gardening projects will not only promote environmental stewardship and sustainability but also provide opportunities for skill-building, social interaction, and therapeutic engagement. Additionally, outdoor fitness classes, yoga sessions, and cultural events can be organised to encourage active lifestyles and cultural exchange within the community.

By harnessing the potential of the outdoor space, we aim to create a holistic community hub that seamlessly integrates indoor and outdoor amenities to cater to the diverse needs and interests of our community members. This approach not only enhances the overall appeal and functionality of the Janet Hamilton Community Centre but also reinforces our commitment to fostering social cohesion, inclusivity, and well-being across North Lanarkshire.

3.6 Empowering and Improving the Lives of Individuals: Advancing Community Well-being and Social Inclusion

At the core of our mission lies the commitment to empower individuals and enhance their quality of life through a multifaceted approach that addresses the diverse needs and aspirations of our community. By securing funding from a variety of sources, we aim to implement projects and initiatives that not only respond to existing needs but also contribute to sustainable economic and social development across North Lanarkshire and beyond.

- **Sustainable Economic and Social Development:** Through targeted interventions such as training programs, employability schemes, and volunteering opportunities, we seek to equip individuals with the necessary skills, confidence, and qualifications to navigate the evolving job market and re-enter the workforce. By facilitating access to learning opportunities and fostering personal development, we envision a future where more people can realise their full potential and actively contribute to the economic and social fabric of our community.
- **Community Ownership and Management:** As stewards of the new community hub we are committed to ensuring that our organisation remains representative of the local community and responsive to its evolving needs. By transitioning to community ownership and management, we will empower community members to shape the design and delivery of services according to their unique perspectives and priorities. This inclusive approach not only strengthens community cohesion but also ensures that our initiatives are tailored to address the specific challenges and opportunities faced by our diverse constituency.
- **Sustainable Building Management:** In our pursuit of sustainable development, we recognise the importance of managing our facilities in an efficient and environmentally responsible manner. While prioritising strong social outcomes, we will develop a comprehensive business plan aimed at generating income to cover our operating costs and reinvesting surplus funds into the ongoing development and maintenance of our spaces. By adopting a sustainable business model, we aim to create long-term value for our community while minimising our environmental footprint.
- **Community-Led and Driven Initiatives:** Our approach to service delivery is firmly rooted in community engagement and consultation, ensuring that our offerings are designed in direct response to the expressed needs and preferences of our constituents. By actively involving



community members in decision-making processes and aligning our initiatives with local and national policies and strategies, we seek to foster a sense of ownership and agency among all stakeholders. Through ongoing collaboration with a diverse range of partners, including other community groups, local authorities, and health organisations, we aim to expand the scope and impact of our services, effectively addressing emerging challenges and opportunities facing our community.

By embracing these principles and forging strong partnerships, we are confident in our ability to empower individuals, strengthen community resilience, and create a more inclusive and equitable society for all.

3.7 Why NLMWA

Strong Local Presence and Track Record:

For over 30 years, NLMWA has been an integral part of our local community, providing essential support to numerous individuals through a diverse range of projects and initiatives. Our longstanding presence underscores our deep commitment to the community's well-being and our proven ability to address its evolving needs effectively.

Partnership:

We have forged strong partnerships with various organisations and entities operating in North Lanarkshire, including the NHS Health Improvement Team, Police Scotland, Scottish Prison Services, Lanarkshire Community/Food and Health Partnership, and many others. These collaborations enable us to leverage resources, share expertise, and deliver more impactful services to our

Board and Management Team Capacity:

Our committee and senior management team collectively possess over 30 years of experience in our community and within our organisation. Comprised of local individuals with a strong dedication to community enhancement, we recognise the need to adapt to changing dynamics. Therefore, we are committed to enhancing our commercial acumen, focus, and capacity through ongoing training, recruitment, and skill development, particularly in marketing and sales.

Capacity to Deliver:

NLMWA boasts a dedicated team of volunteers and directors with diverse skills and experiences, ensuring a solid foundation for the successful execution of our objectives. Our board members bring expertise in entrepreneurial leadership, community engagement, regulatory compliance, communication, and strategic planning, among others. This diverse skill set enables us to navigate various challenges and seize opportunities effectively.

Volunteer Engagement:

Our volunteers come from diverse backgrounds and bring a wide range of skills and expertise to our projects. From marketing and web development to fundraising and community engagement, their contributions significantly enhance our capacity to deliver impactful services and initiatives. We are deeply grateful for their dedication and support, which are instrumental in driving our mission forward.



NLMWA's robust infrastructure, strategic partnerships, and dedicated team members position us as the ideal candidate to acquire and manage the Janet Hamilton Centre and Coatbridge Outdoor Centre. With our combined expertise, community support, and collaborative approach, we are confident in our ability to meet the needs of our community and deliver positive outcomes for all stakeholders.

3.8 Evidence of Our Partnership, Achievements, Outcomes, and Social Impact

NLMWA's enduring presence and success in the community are testament to our strong partnerships, significant achievements, and impactful outcomes. Over the past 30 years, we have consistently demonstrated our commitment to fostering social cohesion, equality, and diversity through a wide array of initiatives and collaborative efforts.

https://www.linkedin.com/posts/northlanarkshirecouncil_north-lanarkshire-muslim-women-family-alliance-activity-6950840926848094208-ykTy

<https://www.facebook.com/nlmwa>

<https://www.facebook.com/share/p/mCgEULZc51zAzynw/>

<https://www.dailyrecord.co.uk/in-your-area/lanarkshire/islamic-centre-group-north-lanarkshire-27538785>

https://scottishrefugeecouncil.org.uk/places/north-lanarkshire-muslim-women-and-family-alliance/#post_content

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<https://www.parliament.scot/chamber-and-committees/official-report/search-what-was-said-in-parliament/meeting-of-parliament-23-10-2012?meeting=7971>

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<https://www.glasgowworld.com/education/cumbernauld-academy-pupils-involved-in-first-ever-black-lives-matter-conference-3603133>

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<https://research-portal.uws.ac.uk/en/publications/the-guide-to-the-equality-act-2010-for-community-organisations>

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<https://interfaithscotland.org/wp-content/uploads/2018/06/Interfaith-Scotland-Newsletter-Spring-2015.pdf>

- **Partnerships and Collaborations:** Our partnerships with key stakeholders such as the NHS Health Improvement Team, Police Scotland, Scottish Prison Services, and the Lanarkshire Community/Food and Health Partnership, among others, have been instrumental in broadening our reach and enhancing the quality of our services. These collaborations enable us to deliver comprehensive support, ranging from health and well-being programs to educational and employability initiatives, thereby addressing the multifaceted needs of our community.
- **Achievements and Milestones:** NLMWA has achieved numerous milestones, including the successful delivery of training programs, advocacy services, and community events. Our efforts have empowered individuals, particularly those from Minority Ethnic communities, to gain new skills, improve their employability, and enhance their overall quality of life. Our innovative projects, such as IT training sessions and healthy eating workshops, have received positive feedback and high participation rates, underscoring their relevance and effectiveness.
- **Outcomes and Social Impact:** The outcomes of our initiatives have been substantial, with measurable improvements in community well-being and individual empowerment. Our programs have facilitated greater social inclusion, reduced isolation, and promoted healthier lifestyles. For instance, our befriending services and support groups have created strong networks of mutual support, while our educational programs have opened up new opportunities for personal and professional growth.
- **Community Participation:** Active participation from the community is at the heart of our success. We regularly engage with local residents, service users, and stakeholders to gather feedback and ensure our services align with their needs. This participatory approach has fostered a sense of ownership and collaboration, making our initiatives more impactful and sustainable. The overwhelming support from our community, as evidenced by over 300 positive survey responses for our proposed projects, highlights the trust and confidence placed in NLMWA.
- **Social Impact:** Our sustained efforts have led to significant social impact, including enhanced community cohesion and increased accessibility to essential services. By addressing issues such as in-work poverty, isolation, and welfare reform, we have made a tangible difference in the lives of many individuals. Our work not only supports immediate needs but also contributes to long-term social and economic development within the community.

NLMWA's comprehensive approach, rooted in strong partnerships and community engagement, continues to drive meaningful social change. Our track record of achievements and positive outcomes reflects our unwavering commitment to improving the lives of individuals and fostering a more inclusive and vibrant community.



4 Governance and Operational Management

4.1 Legal Structure

NLMWA is a Scottish registered charity, poised to transition to a Scottish Charitable Incorporated Organisation (SCIO) by late 2017. This new legal structure will enhance our flexibility, enabling us to generate a trading income while continuing to deliver substantial social and community benefits.

Charitable Purposes

- The advancement of education
- The advancement of health
- The advancement of citizenship or community development
- The advancement of public participation in sport
- The provision of recreational facilities, or the organisation of recreational activities, with the object of improving life conditions
- Promoting good community relations

Charitable Objectives

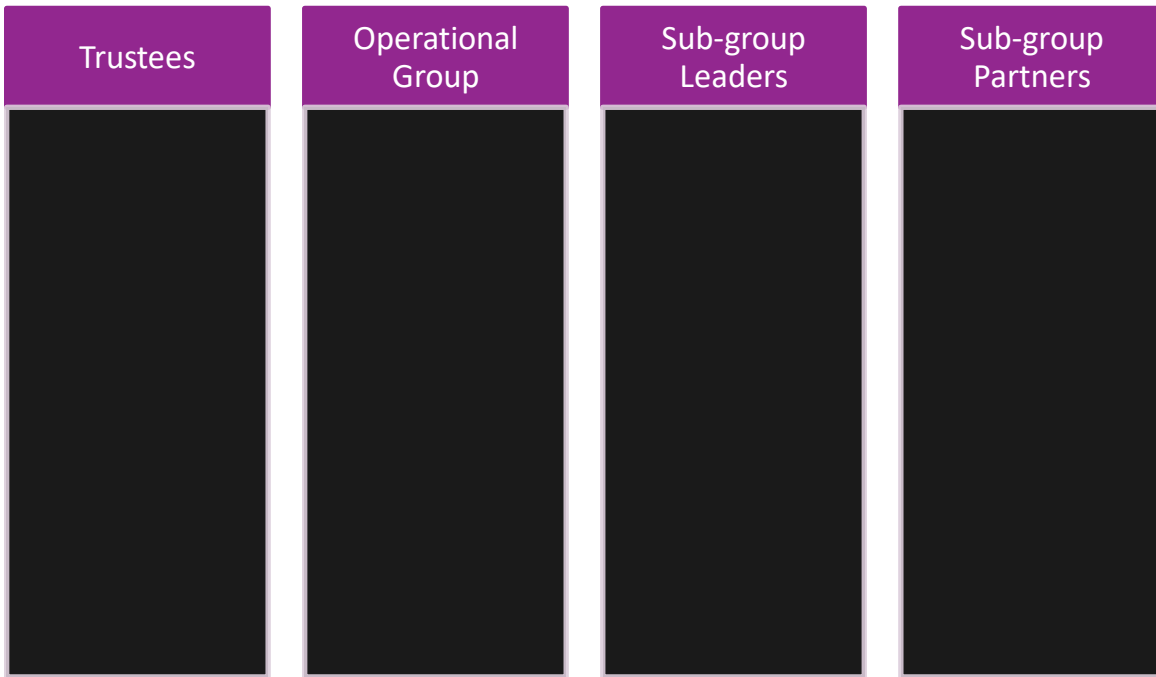
To promote the benefits of the inhabitants of the North Lanarkshire Council area by advancing education and providing facilities for social welfare, recreation, and leisure, aiming to improve the quality of life for residents. These objectives support our activities, including generating income from childcare services, operating a community café, and renting out our hall for events, aligning directly with our core charitable aims.

4.2 Board Structure

Our committee comprises nine trustees, including a Secretary, Chairman, and Treasurer. We have recently recruited new board members and will embark on a comprehensive training program to ensure all board members fully understand their roles and responsibilities. The board's diverse work and life experiences, combined with their passion for community improvement, are pivotal to our success.

We will conduct a skills gap analysis to identify areas for further development and recruitment, focusing on skills in finance, legal, marketing, and business development. We will also pursue specialist training for committee members through partner organisations or funded programs.





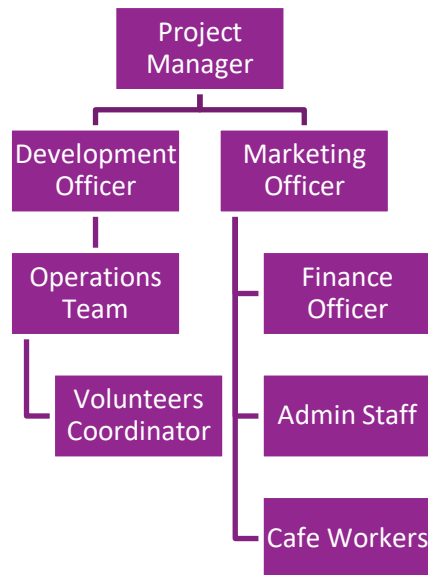
4.3 Governance and Strategic Management

The Board is committed to the rigorous time, effort, and diligence required to develop and manage our projects. Regular meetings every four weeks allow for progress reviews and future planning, ensuring all decisions are well-discussed and approved. We are implementing robust processes and procedures to ensure compliance and performance monitoring, which will be continuously reviewed and enhanced as our activities expand.

4.4 Staffing

The board maintains a strategic oversight of NLMWA, with day-to-day operations managed by dedicated volunteers, including group leaders, a volunteer coordinator, an administrator, and a caretaker, along with two café workers. We will introduce development plans for our core staff, revising job descriptions to reflect new roles and responsibilities, particularly in marketing and development.





Roles and Responsibilities

1. Project Manager

- Overall project management and strategic oversight.
- Preparing and managing funding applications.
- Building and maintaining partnerships.
- Leading communications and PR efforts.

2. Development Officer

- Supporting funding applications and submission.
- Managing design and construction teams.
- Overseeing the building maintenance and refurbishment.

3. Marketing Officer

- Developing and implementing marketing strategies.
- Promoting the organization and its services.
- Building public relations and community engagement.

4. Operations Team

- Supporting day-to-day operations.
- Ensuring the smooth running of activities and projects.

5. Finance Officer

- Managing financial planning and cash flow.



- Preparing financial reports and budgets.
- Ensuring compliance with financial regulations.

6. Volunteers Coordinator

- Recruiting, training, and managing volunteers.
- Coordinating volunteer activities and projects.
- Providing support and development opportunities for volunteers.

7. Admin Staff

- Handling administrative tasks and office management.
- Providing clerical support to the team.
- Managing communication and correspondence.

8. Café Workers

- Running the community café.
- Providing customer service and managing café operations.
- Supporting catering for events and activities.

This structure ensures a comprehensive approach to managing the NLMWA's initiatives, supporting the community effectively while maintaining a focus on sustainability and growth.

4.5 Financial Management

Effective financial management is critical to our operations. We will manage our cash flow efficiently, ensuring funding applications are submitted well before current funds are depleted. Our funding strategy will be continuously updated to reflect our progress.

We will diversify our income streams to decrease dependence on external funding. By year three, we aim to significantly increase our income through various streams, thus reducing our reliance on funding further.

Close monitoring of income and target achievement will be integral to our planning. We will review staff costs and other overheads as necessary to ensure financial sustainability, demonstrating our commitment to prudent financial management and operational efficiency.

4.6 Managing the Refurbishment

Phase 1: Planning and Preparation

1. Assessment and Planning

- Conduct a thorough assessment of the current state of the community centre.



- Engage with stakeholders, including local community members, to gather input and set objectives for the new centre.
- Develop detailed plans and designs for the new facility, ensuring they meet community needs and regulatory requirements.

2. Permits and Approvals

- Obtain necessary permits and approvals from local authorities for demolition and construction.
- Conduct environmental impact assessments and address any concerns related to the demolition and new construction.

3. Site Preparation

- Secure the site and set up safety measures to protect workers and the public.
- Disconnect and remove utilities (electricity, water, gas) from the existing building.

Phase 2: Demolition

1. Site Clearance

- Remove any salvageable materials or fixtures from the building.
- Prepare for demolition by setting up necessary equipment and barriers.

2. Demolition Execution

- Carefully demolish the existing structure using appropriate methods (mechanical demolition, deconstruction, etc.).
- Ensure proper handling and disposal of debris, including hazardous materials, in compliance with environmental regulations.

3. Site Cleanup

- Clear the site of all debris and ensure the ground is levelled and prepared for new construction.
- Conduct soil tests and address any contamination issues found during the demolition process.

Phase 3: Construction and Finalization

1. Foundation and Structural Work

- Lay the foundation for the new building, ensuring it meets all engineering and safety standards.
- Construct the primary structural elements of the new community center (framing, walls, roof).

2. Installation of Systems

- Install electrical, plumbing, HVAC, and other essential systems.
- Ensure all installations comply with building codes and standards.



3. Finishing and Inspection

- Complete interior and exterior finishes (painting, flooring, landscaping).
- Conduct final inspections and obtain necessary certifications and occupancy permits.
- Organise a grand opening event to celebrate the new community centre and engage with the local community.

4.7 Policies and Procedures

We will review our range of policies and procedures on a regular basis at our board meetings, one of our committee being responsible for reviewing policies and bringing them to the board for amendment where appropriate:

- Health and Safety Policy
- Data Protection
- Child Protection
- Vulnerable Adult Protection
- Privacy Policy
- Membership Policy
- Staffing Policy
- Recruitment and Training Policy
- Environmental Policy
- Equalities Policy

4.8 Monitoring and Evaluation

Evidence will be sought from the following:

- Recording details of the service users and customers of the Centre: where they are from; what services they are accessing; how often are they accessing the services; the impact of these services on the service user.
- Recording numbers of people attending learning, training and employability schemes and recording what training is offered to whom – age, demographic profile, level of need.
- Numbers of volunteers. All volunteers will have an application form with aspirations as well as skills and interests and we can easily track the increase (or otherwise) of volunteers and the depth of their contact with the Centre.
- User and customer surveys which will be kept simple and used on a regular basis. These will be compared with the baseline information. These surveys will be on-line and will give the opportunity to make changes so they, as users, can see the immediate benefit of giving comment.



- A confidential bi-annual local survey to record wider benefit. This will be to the local community. It will be very simple, consisting of three key questions – what contact did you have / what difference did this make to you / any suggestions for improvements and ideas for the future, with one statistical questions about levels of satisfaction.
- A bi-annual survey to user groups who are using the Centre; this will monitor the impact NLWMA has on local people and service users.
- A regular stakeholder meeting will also gather data about how workers involved locally have found the impact of NLWMA from their perspective and from the perspective of their service users who are coming to Janet Hamilton Community Centre.
- Comments box and comments book will allow for new ideas to be recorded easily. We will use facebook and a page on our website to facilitate this electronically.
- Numbers of members of the NLWMA itself and the people being attracted to the board and other management groups will be monitored. This relates to numbers but also range. We are very keen to have users on the board but also a range of ages, backgrounds and genders.
- Numbers of social media followers and the quality of that conversation where immediate feedback can be tracked quickly. Our marketing plan will agree targets for numbers of followers and numbers of likes etc. We will work towards a smarter use of technology and will monitor the success of this.
- The finances will be monitored, our social impact and financial imperatives will impact on each other, and this will be taken into consideration.
- The success of activity in the building will be dependent upon the efforts and motivation of existing and new staff and volunteers. Staff will be given the opportunity to report on their perspective of how things are progressing.

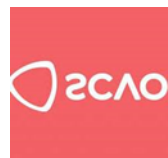
How We Will Use This Information

Sharing Learning with others: gathering this data from our service users, customers, user groups, stakeholders, partners will allow us to continuously improve and to continue to meet the needs of people in our community. We will use this information to design our services and to engage with our partners, funders and stakeholders.

4.9 Partnership

Developing strong links with local partners is vital for the delivery of local social outcomes as well as impacting on financial sustainability.





Partnerships with other organisations are a crucial aspect of our strategy to ensure we provide what is most needed. We have established and continue to nurture strong partnerships to enhance our service delivery:

- **Project in Pipeline with Generations Working Together (GWT):** This project promotes intergenerational learning, an essential part of lifelong learning, where people of all ages learn together and from each other. Beyond knowledge transfer, it fosters reciprocal learning relationships between different generations and helps develop social capital and social cohesion in our ageing societies. A funding application, after consulting with our members, has been submitted.
- **Community Catalysts Project:** In partnership with North Lanarkshire and funded by Museums Galleries Scotland, this two-year initiative involves collaboration with the Summerlee Museum to make museums more accessible and representative of the community. This includes activities, new displays, and other engagement methods.
- **Partnership Projects with FACIC:** Over the past eight years, we have engaged in numerous joint initiatives with FACIC, including a Male Youth Group, Learning and Befriending for mixed marriage couples, and an annual Connecting Community Open Day in partnership with public sector organisations.
- **Healthy Curry Project with Glenboig Development Trust:** This project, involving the Coatbridge Consortium, is in the planning stages and aims to promote healthy eating within the community.



- **"Traces of Empire" Project:** Now in its second year, this project is in partnership with WSREC and Historic Scotland. It involves our female members working towards an exhibition at Glasgow Cathedral in 2025.

Key partners are set out in the table below:

Agency / Individual	Nature of Relationships
North Lanarkshire CHCP (Health & Social Care Partnership)	Referring clients and user groups to NLWMA; working on joint initiatives; helping with researching need through NLWMA; delivering on CHCP outcomes and priorities
College	Referring work placements and trainees to NLWMA; helping to raise awareness of NLWMA's services to students;
Safety Zone	Referring parents to NLWMA and families to Safety Zone; working on joint initiatives (particularly around impacts of Welfare Reforms)
Glenboig	Another Community Centre close to NLWMA; Glenboig focuses services on older people's services as well as services for families, NLWMA will work to develop close links to ensure that we can refer people between services
Airdrie & Coatbridge Foodbank	Foodbank helping local people in crisis, and we have a good working relationship with them which we will continue to deliver and working with local community. We will ensure they are signposted to NLWMA for appropriate services
Link Housing Association	Link Housing is the largest social landlord; we will continue to work with Housing Officers ensuring they are aware of the services we offer to support their tenants to retain and manage tenancies, particularly as a result of the impact of Welfare Reforms; this may include holding housing surgeries in NLWMA and signpost to service users
Lanarkshire Food and Health	We will develop links with LFH to deliver more training and employability initiatives in our café and training kitchen - cooking on a budget and healthy eating
North Lanarkshire Council CLD	We will continue to develop strong links with NL CLD who have supported us over many years; we will develop joint initiatives delivering support to adults in NLWMA, as well as signposting them to outreach activities held in NLWMA
Woman's Aid	We will continue to develop the services we offer through this outreach to ensure we support and deliver most needed service.

4.10 Risk & Mitigation

In undertaking the asset transfer of the Janet Hamilton Centre & Coatbridge Outdoor Centre to the NLWMA, it is essential to recognise and address potential risks and negative consequences associated with such a transition. We proactively identifying these risks, we aim to ensure a smooth, legally compliant, and successful transfer process. We have conducted a thorough risk assessment covering



legal, financial, operational, organisational, community, environmental, and contractual aspects. Our goal is to mitigate these risks through strategic planning, effective governance, and robust stakeholder engagement, thereby safeguarding the interests of our community and ensuring the long-term viability and success of the Janet Hamilton Centre & Coatbridge Outdoor Centre.

One potential negative consequence of our request being agreed to is a **lack of cooperation from other organisations** involved in the management or use of the shared facilities, such as the groups who will own the other proportion of the site.

Proposed Solution: To mitigate this risk, we propose the establishment of a site committee comprised of representatives from all relevant stakeholders. This committee would be responsible for facilitating communication, resolving conflicts, and addressing any issues that may arise during the operation and management of the shared facilities. By promoting transparency, collaboration, and mutual respect among all parties involved, we can minimise the likelihood of conflicts and encourage constructive cooperation.

Lack of facility during interim phase: Another potential negative consequence could be a lack of access to the facility during the interim phases of redevelopment, resulting in inconvenience and disruption for community members.

Proposed Solution: To address this concern, we have designed a long-term redevelopment plan that encompasses different phases, allowing for the gradual implementation of improvements while minimising disruption to ongoing activities. We recognise that although the centre has been close by NLC since 2019 due to safety issue, NLMWA are committed in collaborative work. During the interim phases, we will work collaboratively with other stakeholders to ensure continuity of services and explore alternative arrangements if necessary. Additionally, we recognise the importance of timely completion of each phase to minimise the duration of any disruptions. Once all phases of redevelopment have been realised, the facility will be fully operational and accessible to the community, providing enhanced amenities and services for all residents.

Additionally, we have identified further risks and negative consequences that we must consider and mitigate to ensure a comprehensive approach to risk management.

List of Risks

1. Legal Risks

a. Title and Ownership Issues: Ensuring that the transferor has a clear and undisputed title to the property is crucial. Any existing liens, encumbrances, or disputes over ownership could complicate the transfer and lead to legal challenges. This risk was investigated and found not to be an issue.

b. Compliance with Regulations: The transfer must comply with all relevant laws and regulations, including environmental regulations and local government ordinances. Our application clearly outlines these requirements.

2. Financial Risks

a. Outstanding Debts and Liabilities: Any outstanding debts or liabilities associated with the property should be identified and resolved prior to transfer. As this is a NLC property and we are seeking a community asset transfer, this risk was identified as negligible.



b. Fundraising: Various fundraising streams were identified, including community organisation savings, grants, and sponsorships from various bodies including the Scottish government and local council. We also have a community-specific fundraising strategy called “Goodly Loan,” used by the Muslim community, where each sponsor can become a shareholder if they choose. An independent surveyor and analyst have been contacted to provide detailed cost estimates for all phases of our proposed development of the site.

Furthermore, we recognise a broader financial risk related to the perception of our fundraising methods. Specifically, community projects can be viewed as 'informal' or 'unstructured' by funders and public bodies, potentially undermining the credibility and weight of our financial efforts. To mitigate this risk, we are not only addressing immediate financial needs but also advocating for policy changes that recognise and support diverse models of community finance.

We are engaging with agencies, including the GCVS Glasgow Council Voluntary Sector and DTAS Democratic Finance team, to explore ways to adapt successful models of democratic finance, such as community shares, to better suit the Muslim community. This initiative aims to create a more inclusive financial framework that benefits future projects. By doing so, we strive to improve future funding streams, ensuring they provide socioeconomic advantages to everyone in the community.

Our approach is twofold: mitigating current financial risks and proactively shaping a better future for community finance. By advocating for and implementing these changes, we aim to enhance the sustainability and impact of community-led initiatives, ultimately contributing to the economic well-being and social cohesion of our diverse community.

3. Operational Risks

a. Maintenance and Upkeep: The community organisation must have the capacity and resources to maintain the property. Inadequate maintenance can lead to deterioration, increased repair costs, and safety hazards. We identified and enlisted 20 skilled community members who will provide support, manpower, administrative assistance, and manage the daily operations of our proposed projects. These 20 “drivers of the projects” will have volunteers assigned to them to help carry out and deliver their respective projects.

b. Insurance Coverage: The organisation will secure adequate insurance coverage to protect against risks such as natural disasters, vandalism, and accidents to prevent any situations that may lead to significant financial losses.

4. Organisational Risks

a. Governance and Management: Our community organisation has a strong governance structure and capable management team to oversee the property. We have been running the organisation and delivering projects for the elderly, young people, working-age adults, single mothers, children, and vulnerable sections as well as addressing the wider community's needs for over 30 years. Our experience has enabled us to establish and maintain a democratic organisation with strong governing documents, including bylaws that prevent poor governance, financial misappropriation, and failure to meet the property's intended purpose.

b. Sustainability: Our organisation currently delivers projects for all age groups and vulnerable sections of society, particularly focusing on areas of ethnic minority needs that are not adequately covered by local services. We have been successfully providing these services for the past 20 years, demonstrating



our financial strength and manpower capability. Our track record during financial crises and the recent pandemic further evidences our resolve and ability to manage the asset effectively, ensuring the property's secure future under our diligent team.

5. Community and Reputational Risks

a. Community Impact: The transfer should positively impact the community and align with the organisation's mission and goals. Misalignment can lead to community backlash and reputational damage. To mitigate this risk, we conducted a door-to-door campaign to inform our local community about our intentions and services, receiving very positive responses overall, as evidenced by the accompanying survey document.

b. Stakeholder Engagement: Effective communication with stakeholders, including community members, donors, and local authorities, is essential. Failure to engage stakeholders can lead to opposition, misunderstandings, and loss of support. Our door-to-door campaign mitigated this risk, helping counteract false propaganda and ensuring community support.

6. Environmental Risks

a. Environmental Hazards: Upon gaining full access to the property, we will conduct thorough environmental assessments to identify any existing hazards, such as contamination or asbestos, which could pose health risks or require costly remediation.

b. Sustainability Practices: Our organisation is committed to adopting sustainable practices to minimise environmental impact and ensure the property's long-term viability.

7. Contractual Risks

a. Clear Terms and Conditions: Ensuring that the terms and conditions of the transfer are clearly defined and agreed upon by both parties is crucial.

b. Breach of Agreement: Both parties must understand their obligations under the transfer agreement to avoid any breach of contract and potential legal repercussions.

Mitigation Strategies

To mitigate these risks, the following steps are recommended:

Due Diligence: We have conducted comprehensive due diligence to identify and address any potential issues before the transfer.

Legal Counsel: We will engage legal counsel to review and draft all necessary documents and ensure compliance with relevant laws.

Insurance: We intend to obtain adequate insurance coverage to protect against potential risks.

Stakeholder Communication: We will maintain open and transparent communication with all stakeholders throughout the process.



Clear Governance: We will ensure the community organisation has robust governance and management structures in place.

Regular Reviews: Our designated team for this transfer has been tasked by the trustees to periodically review the terms of the transfer and the condition of the property to ensure ongoing compliance and proper maintenance.

By addressing these risks through careful planning and due diligence, the transfer of the asset to our community organisation can be a successful and beneficial endeavour for all parties involved.

Environmental Forces

Environmental forces that may impact the successful transfer and utilisation of the new community hub include:

1. Social Forces:

- **Community Demographics:** Understanding the diverse needs and cultural practices of over 400 refugees residing in the local area. We aim to create an inclusive space that fosters social cohesion and supports cultural gatherings.
- **Community Engagement:** Ensuring ongoing communication and engagement with local residents and stakeholders to maintain support and address concerns promptly.
- **Public Trust and Participation:** Building trust in our organisation by demonstrating transparency, reliability, and a genuine commitment to community welfare. Addressing the challenges of populism, polarisation, and mistrust, while capitalising on the public's desire to help, as evidenced during initiatives like COVID-19 volunteering and Homes for Ukraine.

2. Economic Forces:

- **Funding and Resources:** Securing and managing funding streams, including grants, donations, and community fundraising, to support the project's sustainability. This includes our contingency plan and advocacy for policy changes to recognise community-specific financial methods.
- **Economic Impact:** Highlighting the economic benefits to the council, such as improved community services and potential job creation, which can positively influence local socioeconomic conditions.
- **Economic Challenges:** Navigating the economic implications of Brexit, global conflicts, and the cost of living crisis. Addressing rising operational costs, ensuring fair wages amidst inflation, and maintaining our economic contribution through volunteers, paid staff, and funding sources.

3. Political Forces:



- **Policy and Legislation:** Adhering to local and national regulations, including the Community Empowerment Act, which supports our right to request asset transfers. Engaging with policymakers to advocate for supportive policies that benefit our community projects.
- **Public Support:** Building and maintaining positive relationships with local authorities, crucial for securing approvals and support for our initiatives.
- **Political Challenges:** Dealing with the implications of council budget cuts, the political tensions between UK and Scottish governments, and the upcoming Westminster elections. Our organisation's high regard and influence in policy must translate into effective policy implementation and better funding relationships.

4. Technological Forces:

- **Digital Inclusion:** Implementing technological solutions to enhance our service delivery, such as online platforms for community engagement and digital literacy programs for residents.
- **Innovation:** Exploring innovative methods to improve our project's efficiency and effectiveness, such as sustainable building practices and energy-efficient systems.
- **Technological Adaptation:** Adapting to changing consumer behaviours, the shift to a cashless society, and higher expectations for services. Leveraging social media and trending technologies like AI, AR/Metaverse, while addressing digital exclusion and the implications of new AI developments.

5. Ecological Forces:

- **Environmental Impact:** Conducting environmental assessments to identify and address any potential hazards, ensuring our projects are environmentally sustainable.
- **Sustainability Practices:** Committing to sustainable practices, such as using eco-friendly materials and promoting green initiatives within the community.

6. Legal Forces:

- **Charity Law Changes:** Staying updated with changes to charity law, freedom of information, banking, audit, and independent examination requirements. Ensuring compliance with these regulations to maintain our charity status and operational integrity.
- **Legal Agreements:** Drafting legal agreements to outline the responsibilities and maintenance of shared spaces, including pathways and car parks. Ensuring clear terms to avoid disputes and facilitate smooth operations.
- **Governance:** Maintaining robust governance structures to handle legal responsibilities and ensure accountability within the organisation.



Legal Risks of Responsibilities

In addressing the legal risks associated with the asset transfer, we have taken proactive steps to ensure clear responsibilities and obligations between involved parties. Specifically, we will draft a **Legal Responsibilities Agreement** regarding the use and maintenance of a common path, including lighting and the car park. This agreement will delineate the shared responsibilities and mitigate potential legal conflicts, ensuring smooth operation and maintenance of the communal areas.

Agreement for the Use and Maintenance of a Common Path

1. Purpose

This Agreement sets forth the terms and conditions under which the Path will be maintained and illuminated for the mutual benefit of both parties, as well as the use of the car park.

2. Responsibilities of Party A and Party B

a. Maintenance:

- Party A & B shall be responsible for the maintenance of the whole Path. This includes, but is not limited to, cleaning, snow removal, and repairing any damage to the Path's surface.

b. Lighting:

- Party A and Party B shall be responsible for the installation, maintenance, and payment of electricity for the lighting on the whole Path. Both parties shall ensure that the lighting is sufficient for safe use by both parties.

3. Cost Sharing

a. Major Repairs:

- In the event that major repairs or renovations are required for the Path, both parties agree to share the costs equally. Major repairs are defined as any repairs that exceed £500.

b. Emergency Repairs:

- If emergency repairs are needed, the party who first becomes aware of the need for such repairs shall notify the other party immediately. The cost of emergency repairs shall be shared equally.

4. Dispute Resolution

a. Negotiation:

- In the event of any dispute arising out of or relating to this Agreement, the parties shall first attempt to resolve the dispute through friendly negotiations.

b. Mediation/Arbitration:

- If the dispute cannot be resolved through negotiation within thirty (30) days, the parties will agree to submit the dispute to mediation or arbitration in accordance with the rules of a Mediation/Arbitration Organisation.

5. Miscellaneous

a. Amendments:

- The Agreement may be amended only by a written document signed by both parties.



b. Governing Law:

- The Agreement shall be governed by and construed in accordance with the laws of North Lanarkshire Council.

6. Car Park

a. Ownership:

- The car park will be owned by our organisation. We will have no objection to the other party using our car park at no cost to them.

This draft agreement covers the key aspects of maintaining and lighting a common path and the use of the car park between the two parties, including the division of responsibilities, cost-sharing, dispute resolution, and other important terms. The agreement will be shared with both parties to ensure mutual understanding and compliance, thereby mitigating legal risks and ensuring a collaborative and efficient use of shared resources.

5 Funding Strategy

NLMWA has always recognised the importance of a robust contingency plan as an integral aspect of our strategic planning. Our organisation is deeply committed to ensuring the continuity and sustainability of our services, regardless of funding fluctuations. Throughout our history, we have consistently managed to deliver essential services to our community, demonstrating our unwavering dedication and resilience.

Despite occasional challenges in securing funding, NLMWA has successfully maintained operations and supported the community's needs through careful financial planning and resource management. This commitment to service excellence, even in the face of financial uncertainty, highlights our ability to adapt and persevere.

To further strengthen our financial resilience, we have identified multiple funding streams that we will pursue, including grants, sponsorships, and community-specific fundraising strategies such as the "Goodly Loan" used within the Muslim community. Additionally, we are advocating for policy changes to recognise and support these community-adapted funding methods, promoting equality and inclusivity in access to resources.

A significant portion of our financial plan includes the annual Zakat (charity) contributions, which are traditionally sent abroad by our community members. Majority of our members have pledged these contributions towards the sustainability of the financial costs associated with establishing the community hub. This redirection of funds underscores the community's commitment to local development and support.

We have already secured substantial pledges of contributions from our members, with many more expected to commit in the near future. This strong financial backing from our community demonstrates the collective investment and belief in our mission and goals. Additionally, we are exploring crowdfunding opportunities and organising fundraising events to further support our financial goals.

Beyond securing immediate financial resources, we are dedicated to advocating for policy changes that recognise and support diverse and inclusive methods of community finance. We understand that traditional funding models may not always fully appreciate the innovative financial approaches used by



different communities. Therefore, we are actively engaging with agencies like the GCVS Glasgow Council Voluntary Sector and DTAS Democratic Finance team to explore and adapt successful models of democratic finance, such as community shares, to better suit the needs of the Muslim community and other underrepresented groups.

This proactive approach to financial planning and our track record of service delivery underscore NLMWA's capacity to manage and sustain the Janet Hamilton Centre and Coatbridge Outdoor Centre, ensuring they thrive as vibrant community hubs.

Our goal is to promote equality and inclusivity in funding practices, ensuring that all communities have equitable access to financial resources. By advocating for these policy changes, we aim to create a more supportive environment for community-led initiatives, fostering socioeconomic benefits for everyone. This dual approach of securing current funding while shaping future financial frameworks underscores our commitment to the long-term prosperity and cohesion of our diverse community.

Funding Applications

The Regeneration Capital Grant Fund (RCGF)	£ 4,000,000.00	Expressed interest, apply once CAT application is successful
The Community Ownership Fund (Match Funded Capital)	£ 250,000.00	Submit application once CAT application is successful
Investing in Communities Fund (ICF)	£ 150,000.00	Submit application once CAT application is successful
Scottish Power Annual Grant Programme	£ 150,000.00	Apply once funding reopen
NL Community Grants	£ 1,000.00	Apply once CAT submitted, thereafter annually
Community Empowerment NL	£ 2,000.00	Apply once CAT submitted, thereafter annually
Volunteer NL	£ 3,000.00	Apply once CAT submitted, thereafter annually
Community Asset Fund	£ -	Organisational capacity building, to apply once CAT application is successful
Digital Connectivity	£ 5,000.00	Apply once CAT submitted, thereafter annually
Employability Fund	£ -	Apply once funding reopen
Aviva Community Fund	£ 25,000.00	Apply once CAT submitted, thereafter annually
B&Q Foundation	£ 10,000.00	Apply once CAT submitted, thereafter annually
Scottish Forestry Community Fund	£ 5,000.00	Apply once CAT submitted, thereafter annually
The Cruach Trust	£ 2,000.00	Apply once CAT submitted, thereafter annually
FCC Scottish Action Fund	£ 40,000.00	Apply once CAT submitted, thereafter annually
Volant Charitable Trust Small Grants Programme	£ 5,000.00	Apply once CAT submitted, thereafter annually
Women's Fund for Scotland	£ 5,000.00	Apply once CAT submitted, thereafter annually

5.1 Income Generation and Financial Viability

Our financial viability strategy relies on a diversified range of income streams, includes:

- **Letting of Small Office Space:** We will lease small office spaces to small enterprises and third-sector groups, generating steady rental income.
- **Event Space Hire:** The centre will offer spaces for family and community events, including sports activities. This includes spaces for training and learning, with an IT suite equipped with free Wi-Fi.
- **Meeting and Conference Hire:** We will hire out spaces for meetings, conferences, and commercial use, attracting both community groups and sports organisations.
- **Café and Catering Services:** Income will be generated from our café, which will serve both regular patrons and event attendees. We also plan to offer outside catering services, linked to functions held at the centre.

Our business model promotes the coordinated use of space by various partners rather than solely focusing on running specific services or projects. This approach minimises risk by spreading income generation across multiple sources.



Risk Management and Growth Strategy: We anticipate a period of slow but we will have steady growth for the first five years of trading. Initially, room rentals will start at lower rates, with incremental increases to reflect market rates. Although this represents an increase from our current subsidised rates, it is necessary to reduce reliance on external funding and transition towards self-sustainability.

The room hire prices, will have a gradual increase over five years. We plan to increase both the hourly rates and the number of booked hours. Importantly, we will maintain a lower rate for community organizations to ensure accessibility for local groups and clubs, thereby continuing to deliver community benefits.

Café and Catering Services: We expect to boost income from our café by enhancing promotion efforts, attracting more patrons. The café will also provide catering for community events, meetings, and social events, such as birthday parties, hosted at the Neighbourhood Centre.

Funding Strategy: Our contingency plan allows for a 5% annual reduction in core funding. This funding will cover core costs, including salaries of essential staff. However, additional project-specific funding will be sought to deliver specific initiatives, from which we will hire project staff.

By implementing this comprehensive income generation strategy, we aim to ensure the financial sustainability of NLMWA while continuing to deliver essential services and support to our community.

6 Marketing Strategy

Accessibility

The Centre's location offers excellent accessibility, being close to bus stops and within walking distance for local residents. The Centre is designed to meet all disability requirements with ramped access, purpose-built disabled toilets, and an internal lift, ensuring that it is inclusive and accessible for everyone in the community.

Variety of Spaces

The Centre provides a diverse range of spaces for hire, catering to various needs and activities. It includes small meeting rooms, large rooms, expansive halls, and a café area with an attached training kitchen. Toilets are conveniently available on both floors of the building. This variety ensures that the Centre can accommodate a wide range of community and commercial activities.

Community Pricing Strategy

Operating on a non-profit basis, the Centre's primary purpose is to provide amenities for the local community, fostering involvement and social inclusion. Therefore, the pricing strategy for community groups will be designed to be low and cost-covering. Commercial organizations will be charged market rates, with the revenue from the café and social space hire helping to subsidize the hall lets for community groups, keeping costs affordable for local residents.

Community Focus

In line with its aims and objectives, the Centre will actively encourage community activities. The Centre will be flexible and accommodating, particularly supporting start-up groups and those promoting social and financial inclusion. This focus ensures that the Centre remains a hub for community engagement and development.



Marketing Strategy

To effectively launch and sustain our marketing efforts, we plan to recruit a Development Officer in the first year to kick-start a three-year marketing strategy and plan. This comprehensive strategy will involve:

- **Community Engagement:** Engaging with the local community through consultations and effective communication to understand their needs and interests, ensuring that the services and facilities provided by NLMWA are relevant and responsive to these needs.
- **Statistical Monitoring:** Maintaining statistical records to monitor usage, improve performance, and inform the ongoing marketing strategy. This data-driven approach will help us refine our offerings and marketing efforts.
- **Partnership Development:** Strengthening existing partnerships and forming new ones with a range of local community groups. This collaborative approach will enhance our reach and impact within the community.

Communication Channels

We will utilise a wide range of communication channels to ensure all potential users are aware of the facilities available at the Centre. This includes:

- **Local Media and Online Platforms:** Promotion through local media, a dedicated website, and online social networking services.
- **Mailing Lists and Publicity Material:** Maintaining a register of local organisations and regularly distributing publicity materials via a mailing list.
- **Community Outreach:** Promoting NLMWA services through public noticeboards, community groups' newsletters, North Lanarkshire CLD, and CHCP.
- **Partner Engagement:** Ensuring our partners and local organisations are well-informed about our services to reach the users who need them the most.

Social Media Strategy (Community Digital Services)

A critical aspect of our marketing strategy is leveraging social media to achieve organizational success by demonstrating value through measurable results and metrics. As members of the NL Council Digital Sub-Group, we are dedicated to developing an online community digital service that supports residents with Wi-Fi access and bookable digital devices.

Since the COVID-19 pandemic, we have been building the digital capacity of our service users and volunteers. We initially focused on teaching smartphone usage to mitigate isolation and have continued to offer ESOL and digital skills training.

Partnership with Scottish Tech Army

Our partnership with the Scottish Tech Army has been pivotal, with their volunteers providing essential support to enhance our digital services. This collaboration is part of a long-term strategy to embed digital capabilities within our community.

Strategic Approach to Community Engagement

We are adopting a strategic approach to social media to expand our reach and deepen community engagement. This includes:

- **Community Feedback and Impact Measurement:** Using media consultation tools to gather community feedback, measure the impact, and demonstrate the value of our initiatives.



- **Marketing and Communication Goals:** Aligning social media activities with our broader organisational objectives.
- **Addressing IT Skill Gaps:** Identifying and overcoming internal barriers to social media development.
- **Social Media Analytics:** Measuring social media performance to inform future strategies.
- **Social Advocacy Programs:** Implementing programs that actively engage service users and amplify our social media presence.
- **Promoting Social Values:** Emphasizing social values in all digital interactions and content.

Action Plan

To ensure our social media efforts are effective, we will develop a comprehensive social media action plan. This includes:

- **Future Activity Planning:** Creating a detailed plan for future social media activities.
- **Training:** Offering training for volunteers and service users to enhance their digital skills.
- **Digital Service Expansion:** Continuously exploring ways to enhance our digital services to meet the evolving needs of our community.

By implementing this detailed and forward-thinking marketing strategy, NLMWA aims to enhance our community presence, foster engagement, and support the overall objectives of our organisation.

6.1 Our Services

Our services can be classified into several key areas, each designed to benefit the community and promote social cohesion:

Community Benefit Projects

We collaborate with local partners to deliver projects that address various community needs, ensuring positive social outcomes. These initiatives aim to support individuals and families, promoting well-being and community development.

Café

Our café will serve as a welcoming hub for local residents, offering a varied, healthy menu. We plan to extend our opening hours and service a range of hot and cold drinks, snacks, light lunches, and home-baked goods. The café will also serve as a social space where community members can gather, relax, and enjoy quality food and beverages.

Catering

We provide a comprehensive catering service for events held in our halls, including parties, weddings, and funeral teas. Our menu is designed to cater to various needs and preferences, offering:

- **Coffee and Cake:** Ideal for funeral teas, providing a comforting and respectful service.
- **Light Lunch:** Suitable for parties, including hot and cold drinks and a variety of lunch options.
- **Dinner Options:** Three distinct menu choices for weddings, ranging from basic hot meals (starter and main or main and dessert) to a three-course hot meal, including a buffet option. While we



won't hold an alcoholic license initially, guests can bring their own beverages, which our staff will serve appropriately.

Large Hall Hire

Our large hall is versatile and can be adapted for various events:

- **Birthday Parties:** The hall is available for hourly rental, with optional catering charged per head. We also offer the hire of an inflatable bouncy castle for added fun.
- **Weddings:** The hall is accessible from the morning of the wedding day for setup until the morning after for cleanup. It includes full provision of tables, chairs, table and chair covers, crockery, glasses, and cutlery. We can arrange for wedding planners and decoration providers as needed, ensuring a seamless and memorable event.
- **Funeral Teas:** We offer access to either the large hall or smaller meeting rooms upstairs, along with catering services and staff support.

Meeting Room Hire

We offer meeting room rentals at competitive rates:

- **Community Groups:** Reduced rates to encourage community engagement, with optional catering services for meetings, including teas, coffees, and buffet lunches.
- **Private Companies:** Market rates apply, with access to the same catering options to support professional gatherings.

Training Kitchen

Our fully equipped training kitchen is available for hire by community groups or teams. We also use this space to deliver employability and training schemes, providing local people with valuable qualifications and work experience in the culinary field.

Outdoor Space Utilisation

Our outdoor space is a significant asset, offering opportunities for both income generation and community projects:

- **Gardening and Recreational Activities:** We will develop gardening projects and recreational activities that engage community members, promoting physical activity and social interaction.
- **Children and Young People:** The outdoor area will include play spaces for children's activities, such as holiday clubs, ensuring a safe and stimulating environment.
- **Event Space:** The outdoor area can be booked for social events, including weddings, birthday parties, and funeral teas, offering a scenic and versatile backdrop.

By promoting coordinated use of our spaces and minimizing risk through diverse revenue streams, our strategy ensures sustainable growth. Room hire rates will start low to encourage usage but will increase to market rates over time, reflecting our plan to reduce reliance on funding. We will also offer lower rates for community groups to ensure accessibility.

The gradual increase in room hire rates and café revenue will help us cover core costs and reduce dependency on external funding, aligning with our goal of achieving financial sustainability while providing valuable services to the community.



6.2 Pricing Strategy

Our pricing strategy is designed to ensure competitiveness, sustainability, and accessibility. By carefully researching and analysing local market rates, we aim to balance affordability for the community with the financial viability of our services.

- **Competitive Pricing and Rate Analysis:** We will continuously research and analyse local area rates to remain competitive and attractive to our target audience.
- **Market Rates for Commercial Hire:** Local area market rates will be applied to commercial organizations and residents hiring our halls and spaces. This ensures that our pricing is fair and competitive.
- **Reduced Rates for Community Groups:** We will offer lower rates for community groups and non-profit organizations to support their valuable work and ensure accessibility for all.
- **Cost Coverage and Surplus Generation:** Our pricing model aims to cover costs and contribute to a surplus, targeting a gross profit margin between 20% and 30%. This surplus will be reinvested into the centre to enhance services and facilities.
- **Café and Catering Services:** These will be priced at local market rates to ensure they are competitive while still covering costs and generating a modest profit.
- **Regular Price Monitoring and Adjustments:** Prices will be regularly reviewed and adjusted to reflect current market conditions. We will implement a contingency plan for slow, incremental price increases of 2% to 5% annually to ensure our rates remain competitive without causing financial strain on our users.
- **Cost-Effective Supply Sourcing:** We will source supplies cost-effectively and review our suppliers regularly to ensure we are getting the best value for money.
- **Staff Training for Inventory Management:** We will deliver comprehensive training to our staff to ensure efficient inventory management, reducing waste and controlling costs effectively.

This pricing strategy ensures that our services remain affordable and accessible to the community while also providing the financial stability needed to sustain and grow our operations.



6.3 Marketing Objectives

Year 1	Year 2	Year 3	Year 4	Year 5	Year 6
Construction phase	Operating	Operating	Operating	Operating	Operating
Employ Development Officer/Marketing Coordinator	Agree marketing objectives	Agree marketing objectives	Agree marketing objectives	Agree marketing objectives	Build brand awareness
Agree marketing objectives	Develop website	Build brand awareness	Build brand awareness	Build brand awareness	Advertising
Define services – features and benefits	Increase no. of community groups using space	Advertising	Advertising	Advertising	Increase sales
Clearly identify different customer groups – profile and needs	Roll out website	Increase sales	Increase sales	Increase sales	Grow market share
Develop Brand	Roll out social media strategy	Grow market share	Grow market share	Grow market share	Launch new products or services
Build brand awareness	Build brand awareness	Target new customers	Launch new products or services	Launch new products or services	Target new customers
Build and Improve stakeholder relations	Advertising in newsletters	Improve stakeholder relations	Target new customers	Target new customers	Improve stakeholder relations
Build partnerships	Grow market share	Customer satisfaction survey	Improve stakeholder relations	Target new customers	Improve stakeholder relations
Enhance customer relationships.	Launch new products, services and projects	Enhance customer relationships	Enhance customer relationships	Improve stakeholder relations	Enhance customer relationships
Networking	Launch new café and catering offering	Review marketing and sales targets	Review marketing and sales targets	Enhance customer relationships	Review marketing budget
Fundraising/ marketing portfolio	Target new customers – café and social hire	Review marketing budget	Review marketing budget	Review marketing budget	Increase social media visibility
Commence website – function and content					
Clarify offering from Café					
Devise communications plan for Childcare customers – inc. newsletter, website, social media					



Clarify monitoring tools for sales income/ targets

Improve stakeholder relations

Increase social media visibility

Clarify ongoing role for Development Officer

Increase social media visibility

Enhance customer relationships

Increase social media visibility

Conduct customer satisfaction survey

Review marketing and sales targets

Increase social media posts/ shares

6.4 Our customers

We will have different customer groups and will ensure our marketing communications focus on their needs and how best to reach them:

Customer Group	Profile	Needs
Local Residents	Living within 2 miles of NLMWA; employed or unemployed; generally on a low income; age ranges from pre-school age kids to older adults (up to 75); families and individuals; low disposable income;	Access to children activities; somewhere local to meet friends for a coffee; information on Benefits and help with online applications; access to advice and help with Job searches; access to range of clubs and groups; opening times to fit around work shifts; reasonable prices (not too expensive); information about what's going on NLMWA – what they can access; information about the community in general (what's going on elsewhere); fully accessible space for wheelchairs and buggies



Community Groups	Voluntary or community groups offering range of activities such as sport, fitness, art, history, befriending, and many more.	Fit for purpose space; fully accessible space; space that will welcome their customers; private rooms; access to a café (before or after people attend their classes); reasonably priced space; access to toilets;
Funders	National and local trusts, Local Authority, Scottish Government; funding projects as well as potentially contributing to core costs (in years 1 up to year 3 at least)	Evidence of the need; demonstration of the difference that NLMWA is making to local people; clear outcomes and outputs; good reporting procedures; strong relationship with the Manager – clear lines of communication; reviews of projects as they progress;
Local Authority/ CHCP	Teams within NLC and NHS Lanarkshire; Community Learning and Development; Health Improvement Team; Community Regeneration; Economic Development; range of workers, managers and Department Heads;	Access to local community space to run their own meetings, events; access to funded projects to refer residents to;
Partners	National or local groups or teams providing services to meet needs of people living within the North Lanarkshire; having similar social outcomes, aims and objectives to NLMWA; needing to secure funding or having secured funding;	Added value to their offering by working with NLMWA; use of space at Janet Hamilton Centre; access to residents living within the North Lanarkshire; access to training kitchen and halls; requiring funding lead (NLMWA to be lead) or partner for funding;

6.5 Marketing Communications Plan

The key features of the Neighbourhood Centre highlighted in its marketing strategy will be:

Marketing Strategies table:



Service: Halls – large room; sub-divided; 2 separate rooms

Target market: local residents; organisations; community groups

Links with wedding and party planners and funeral directors

We will increase bookings through communications strategy including website and social media, working with local party planners to drive people to NLMWA

- Launch event inviting local residents, stakeholders and press to come and see the refurbished space
- Invitations to local wedding and party planners to promote the venue and catering offering
- Social media campaign through Facebook and Twitter, shared through local community groups, social groups, friends networks
- Taster sessions for target market who might consider hiring space for a party
- Invite local parents groups and schools to come along and see our space

Service: Halls – Café and Catering

Target Market – local residents, local organisations (catering)

We will increase footfall in our café and develop the menu offering to attract more people to come and spend longer in our café:

- Social media involving Twitter and Facebook to raise awareness of café
- Hold themed taster events – soup and pie; baked potatoes; curry aimed at letting people come and experience what’s on offer
- Hold a “bake off” event inviting people to come and use the training kitchen to bake (with a guest judge) – could be a fundraising opportunity to raise funds for a local charity
- Develop the menu offering, keeping it simple but covering a variety of tastes and budgets (including the catering offer)
- Launch event (see above)



- Advertise in local newsletters, and using posters in local community centres, schools, leisure centres
-

Service: Office Space/meeting rooms

We aim to secure more bookings for meeting rooms on either short term lets or for hourly lets to local business; charging a more realistic market rate for space.

Target Market – local sole traders, community organisations and small organisations, business networks

- Social media through Twitter
 - Links with FSB, local TSi, Chamber of Commerce and Business Gateway
 - Links with Economic Development (NLC) ensuring they signpost new business start ups to NLMWA if appropriate
 - Advertise (dependent on cost) in local networking magazines, online tools or directories of meeting rooms or office space for hire
 - Liaise with local developers/ landlords with larger premises – may be able to signpost people asking for smaller space that they cannot serve
-

Service: Childcare Provision

We aim to maintain the level of business within the childcare provision but will look to increase our capacity in years 3 onwards (currently running at 80% capacity)

Target Market – local parents, family support groups, local primary schools

- Private Facebook page for parents – advising of what’s happening at NLMWA
 - Invite local parents in to NLMWA at Launch event (see above) – making sure they know what else goes on at the Centre
 - Develop links with outdoor play areas to use their space for organised supervised visits (adding value to the offering, taking children to play outside and introducing them to community growing)
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- Develop strong links with local primary schools in the Coatbridge area ensuring they know about NLMWA services and children’s activities, ensuring our community are more inclusive.

6.6 Environmental Analysis – Competitors and Partners

Distance / Type	Facilities	Activities	Café	Social functions	Sports facilities	Outdoor space	Funding
Glenboig Community Centre							
2.6 miles	Big Hall Converted room to meeting	Youth work centre Community Transport Retail Elderly groups Youth Groups Music Groups Post Office Dance Groups	Yes – Community – around 15 tables	Conferences Meetings Tea dances	Cycling clubs	Garden	
Coatbridge Community Centre & Sports Complex (NL Leisure)							
1.8 miles	seven multipurpose rooms with capacities	dance & fitness group sports activities		Conferences Meetings	conditioning gym	a third generation football pitch	NL Council



ranging from
6 to 70
people

a computer
suite

health suite

dance studio

wide range of
sports halls and
pitches

two gym halls
which are
badminton court
size

large games hall
which is the size
of three
badminton
courts.

Astro turf pitch
which can be
used as one
pitch for a
match or split
into three 7-a-
side pitches for
training

Safety Zone, Bargeddie

2 miles	Main hall	Toddler Groups	Kitchen but not café	Tea parties for pensioners	Karate clubs	Playground
	Pool room	Pensioner Groups		Children's parties	Gymnastics	Sport pitch
	Couple of offices	Citizens Advice Bureau		Community Consultations	Dance clubs	Football pitch
	Meeting room	MSP Councillors				Sand pit Picnic Tables
	IT room	7 youth clubs: ages 5-20				Raised Beds

Old Monkland Community Centre

0.8 miles	Two small rooms	Pensioner bingo Play groups	Kitchen but no café	Birthday parties	Karate clubs	Not enclosed
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One main hall
Toddler groups

Parents Action for Safe Play

1.7 miles	Soft Play area	Play - soft, active, outdoor etc Children's activity clubs ASN activities Youth Club Music sessions Football Cooking and Healthy Eating Gardening	cafe	Community garden Play park	NL Council Inspiring Scotland Children in Need Big Lottery Central Scotland Green Network Cash Back for Communities Asda Foundation
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Local Services for Older People

Group	Services	Current Location
Kirkshaws Golden Oldies	Social Club (Mondays 1pm – 3pm) Trips twice per year	Charlotte Toal Community Centre
Shawhead Senior Citizens	Social club every second Wednesday	Shawhead Community Centre



	Trips three times per year	
Alzheimer Scotland (Dementia Cafes)	Social club every third Monday 2 – 3:30 pm	Coatbridge Indoor Bowling Café
Arthur’s Group	Social club every Wednesday 9am – 3:30pm	Charlotte Toal Centre
Bargeddie Pensioners Wednesday Club	Social club every Wednesday 1 – 3pm	St Kevin’s Chapel Hall
Calder Senior Citizens Carpet Bowls	Every Wednesday 1:30 – 3:30pm	Calder Community Centre
Coatbridge Memory Café	Monthly social club from 1:30 – 3:30pm	Coatbridge Community Centre
Monklands Elderly Asian Group	Social club, 1 st and 3 rd Tuesday of every month, 11am – 2pm. Women only.	Coatbridge Community Centre
Need a Hand	Support and handyman services	Dunedin Houses
Whifflet 60+ Friday Dance Club	Dance club, every Friday 1 – 3pm. Several outings and Christmas trips	Charlotte Toal Community Centre
Whifflet Senior Citizens Clubs	Social club, every Monday from 12:30 – 2:30 pm. Occasional trips and outings.	Charlotte Toal Community Centre



6.7 What makes us different?

- Youth and Elderly facility adding value to other services
- Synergy of services – welfare, employability and a childcare service – flow of needs enabling local people to return to work
- Multi-use space
- Flexible attitude to service delivery
- Needs led – NLWMA has and continues to evolve services around needs in the community
- Whilst a similar Centre exists at Glenboig, it is rural whilst NLMWA is urban; people in within the locality area who don't have cars will be able to walk to the Centre – NLMWA is well located to serve local residents
- Branding will be important in providing a welcoming feel to the Centre, whilst appealing to all audiences – commercial office rentals; partners; stakeholders; local residents;
- Demonstrating impact – improve capturing of data
- Social media – making use of twitter and facebook to communicate to stakeholders (rather than customers)
- Website – as a driver to the Centre as well as noticeboard of what's on and what's coming up
- Understanding competition
- Understanding the limits of affordability by people living in the local area – affected by Welfare Reforms and cost of living increase;
- Pricing will need to reflect affordability issue – prices at affordable rates
- Get involved with Community Cafés Self Evaluation Programme (toolkit to be produced by Community Food and Health Scotland)

6.8 Branding

The Development Officer will spearhead the creation and development of the community hub's brand, which will serve as a crucial element of our competitive advantage. A well-defined brand will help consumers make informed decisions and distinguish our centre's services from those of our competitors. To ensure the brand truly resonates with the community, we will conduct extensive community consultations. This approach will help us understand the values, needs, and preferences of local residents, ensuring that the brand reflects the community's identity and aspirations. The branding strategy will encompass advertising and promotional materials, a user-friendly website, and a robust social media presence, all aligned with the community's input and feedback.

6.9 Marketing - Monitoring and Evaluation



To ensure the effectiveness of our marketing efforts and the overall impact of our services, we will implement a comprehensive monitoring and evaluation framework. Key outputs to be monitored include:

- **Social Outcomes:** Assessing the positive changes and differences we are making in the lives of our service users.
- **Café Performance:** Tracking customer numbers, identifying the most popular menu items, analysing busy and quiet times, understanding the demographics of café users, and gathering feedback to measure satisfaction levels.
- **Catering Uptake:** Monitoring sales, identifying popular menu choices, analysing pricing strategies, tracking peak periods, and assessing hall bookings that include catering services. Feedback from customers will be collected to gauge satisfaction.
- **Hall Bookings:** Recording the number of bookings, identifying which hall is used, the duration of bookings, and whether the space is used by individuals, groups, or organizations.
- **Meeting Room Bookings:** Categorizing the type of groups using the meeting rooms, the purpose of the space, and the duration of each booking.
- **Office Space Hire:** Tracking which organizations are leasing office space and the terms of these leases.
- **Financial Monitoring:** Regularly reviewing sales, profitability, and costs to ensure financial health and sustainability.
- **Volunteer Metrics:** Monitoring the number of volunteers, their roles, and the rate of volunteer churn to ensure effective volunteer management.
- **Staffing Metrics:** Tracking staff turnover and performance to maintain a high-performing team.

By closely monitoring these metrics, we can continually refine our services, respond to community needs, and ensure that our marketing strategies are effective in promoting the centre's activities and benefits.

7 Closing Statement

Closing Statement

North Lanarkshire Muslim Women and Family Alliance (NLMWA) is committed to fostering a vibrant, inclusive, and thriving community through the development and management of the new community hub. Our comprehensive business plan outlines our strategic approach to achieving financial viability, social impact, and sustainable growth.

The diversity of our organisation is one of our greatest strengths, reflecting the rich tapestry of backgrounds, skills, and experiences of our members, volunteers, and the broader community. This diversity is not only a testament to our commitment to inclusivity but also a driving force behind our innovative and holistic approach to community service.

We have meticulously planned each aspect of our operations, from governance and management to income generation and marketing. Our robust social media strategy and brand development efforts,



coupled with our focus on community consultation and engagement, will ensure that the services and facilities we offer are tailored to meet the evolving needs of the local population.

As we move forward, the photos accompanying this business plan serve as a visual testament to the diversity and vibrancy of our community. These images capture the spirit of collaboration, the joy of shared activities, and the strong bonds that tie us together. They illustrate the real faces behind our mission and the impact we aim to achieve.

Together, we are building more than just a community centre; we are creating a hub of opportunity, learning, and support that will enrich lives and strengthen our community for generations to come. Thank you for your support and belief in our vision. We look forward to the journey ahead and the positive change we will bring to North Lanarkshire.



Appendix 1

Langloan Community Consultation

The Muslim Women and Family Alliance recently undertook a survey to gauge support for our Community Asset Transfer application for the Janet Hamilton Centre in Langloan Coatbridge. The survey laid out our future plans if our CAT application is successful and the results can be seen below.

1. Our objective is to integrate fully into the community. Taking responsibility for this important asset and improving it for community use will help us to do this. Is this an action you would support?



2. Our intention is to take responsibility for less than half of the existing plot. We'd rebuild the venue as a multi purpose space with activities for the entire community. Is this an action you would support?



3. A community garden space, encouraging community growing initiatives for all ages, also forms part of our vision. Is this an action you would support?



4. Safety and security to ensure sustainability of the venue for long term community use is very important to us and part of our sustainability planning. Is this something you would support?



5. We are only interested in taking over part of the existing plot. This would leave the bulk of the land, including the running track, for another organisation to take on. Is this an action you would support?

