



**Business Plan 2025-30**

**Airdrie & Coatbridge Harriers**

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## 1. Executive Summary

This business plan has been developed to provide the club with a development road map for the next 5 years and beyond leading to our vision of becoming a key pillar of healthy living within the Coatbridge and Airdrie communities. This vision underpins all our plans and priorities.

The committee is fully aware of the financial and organisational challenges that our vision brings to a mainly volunteer run club and the need for a pragmatic approach to its development. Critical in this will be good working relationships with our key partners Scottish Athletics, North Lanarkshire Council and wider community of Airdrie & Coatbridge.

There is a recognition that to succeed the club must grow and develop at a manageable level. Key to achieving this is the ongoing development of the clubs coaching infrastructure and professional management of community asset.

The Club is keen to expand its community engagement to maximise exposure and opportunity for participation. This has been acknowledged as vital in the pursuit of funding this exciting new development. The initial focus is to get the Janet Hamilton Centre back operating as a community centre and to regenerate the athletics track. Discussions with various groups has shown a strong interest in the site with bookings from around the community expected. Working closely with residents, community and sporting groups there is a strong interest to be customers at a revitalised sport and community centre.

The delivery of this facility will have benefits for the communities we serve, the local economy and will contribute across key policy areas toward the ongoing improvement of Lanarkshire as a place to live, work and visit.

This business plan demonstrates the business case factoring sporting, political and socio-economic contexts. Careful research has been undertaken to establish and demonstrate the many benefits and impacts Airdrie & Coatbridge Harriers has over and above sporting achievement. Insight into the potential development of new facilities from the perspectives of developing the club and sport through the provision of community facilities and giving Lanarkshire's citizens the opportunity to improve their health and quality of life.

Comment from ScottishAthletics CEO- [REDACTED]

**scottishathletics** fully support the proposed Community Asset Transfer of the Coatbridge Outdoor Sport Centre and Janet Hamilton Community Centre.

*Airdrie Harriers are a valued member club of **scottishathletics** and are committed to creating a vibrant athletics club at the heart of their community as well as developing links with the wider community to improve the health and wellbeing of the local residents and community groups.*

*A facility of this kind will enhance the provision that Airdrie Harriers can offer the athletics community as well as acting as a valuable recruitment tool for their further development. The club have already produced a number of District and National Champions over a variety of events, including Brodie Young, who recently competed in the Great Britain mixed 4 \* 400m team who have qualified for this year's Olympic Games in Paris. Furthermore, the club would seek to upgrade the athletics facility to ensure it meets the requirements of Track Mark and bring back competitions to this venue which would make it the only facility in North Lanarkshire to be able to hold licensed events. By introducing cross country trails around the outside of the track, they will be able offer different types of training to their athletes, encourage local residents to use this for recreational running and be somewhere safe for dog walkers to use.*

*Not only does the club plan to develop this facility for athletics but they are taking an innovative approach to engage with the wider community to make this facility a community hub, bringing the community together. They have already developed good links with the local residents and other organisations in the area. They will continue to work with them to provide access to the Janet Hamilton Centre and to provide a programme of events that will engage more people to develop a great sense of community and belonging.*

*This Community Asset Transfer will enhance facility provision for athletics in North Lanarkshire in line with the aspirations of **scottishathletics** Facility Strategy 2022.*

[REDACTED] - CEO, ScottishAthletics

## 2. Club Information

The club was founded in 1933 and has been active serving the Airdrie and Coatbridge communities for 90 years. The club was originally based on a running loop at the site of Cairnhill in Airdrie. The club joined with other local clubs in seventies to become Clyde Valley Harriers, and started to train at the Coatbridge Outdoor Sport Centre when the track was built in 1975. When Clyde Valley Harriers disbanded around 1985 the club returned to the name Airdrie Harriers and trained at both Coatbridge Outdoor Sport Centre and Airdrie Sport Centre. In 1989 the full club moved to Coatbridge and has been ever present as Airdrie Harriers training in the Coatbridge Outdoor Sport Centre site for the last 37 years. The club made the move in 2021 to become an official charity.

The club currently has over 130 athletes and offers athletics training Monday, Tuesday, Wednesday, Thursday evenings and Saturday morning with the focus of competing in multiple events. We cater to all members of the community from 9-year-old up to many of the Masters age groups. The club trains athletes to compete in a wide range of competitions track and field leagues (including the top division athletics league in Scotland) and open graded competitions to cross country in the autumn and winter months. We also have a very active endurance group that take part in Park-runs, 5ks, 10ks, half-marathons and marathons. The club is affiliated with the following associations: UK Athletics, Scottish Athletics, C.S.S.A.L., L.A.A.A.

**Core Value:** Airdrie Harriers shall be devoted to promoting health & wellbeing benefits from athletics and community spirit within Coatbridge, Airdrie, and surrounding areas.

### 2.1. Summary of Recent Achievements

Airdrie Harriers is a highly successful club with a wide range of achievements for athletes individually as we have a considerable number of athletes of different ages winning national and regional titles across all events. Also, athletes representing Scotland and the club has even provided support and training to athletes competing at international level in major championships for team GB. Airdrie Harriers are also successful as a club as we compete in Scotland Wests Division 1 along with larger clubs of high class and have for several years and contributed to success of county teams such as Team NL.

We also have success within our coaches through awards such as one of our coaches being awarded "Development coach of the year" and Airdrie Harriers also has successfully built a strong team of coaches and members with a clear level of commitment as some coaches within the club have been around for 40 years. Overall Airdrie harriers have outstanding performance results in Scotland despite being smaller than other clubs we are just as successful.

### 3. Business Information and Key Priorities

#### 3.1. Vision and Mission

Airdrie Harriers shall be devoted to promoting health and wellbeing benefits from athletics and community spirit within Airdrie, Coatbridge and surrounding areas.

Training, competing and promoting athletes for Cross Country, Road Running, Hill Running and Track & Field, provides the community a focal point to promote the healthy lifestyle from regular physical exercise. The club provides the community with support, opportunity and role models to anyone who wants to be an athlete, whether that be at competitive national/ international level or just to live a physically active lifestyle. These activities help achieve the organisation's charitable purposes.

#### 3.2. Key Priority Customer Groups

##### Customer Groups

The club currently has three key customer groups and has plans to develop these three customer groups. With a successful community asset transfer there would be a further customer group added to make the four key customer groups within our business plan.

**Competitive Athletics-** Group regularly competes for the club at league, regional and national events.

**Adult Endurance-** Adult focused athletics focused on running events from 5k to marathon.

**Active Community-** Our recreational runners and charity groups who use our expertise

**Other Sports & Groups-** Utilising the asset through bookings and developing a plan to maximise the footfall on site



## 4. Resources and Structure

### 4.1. Governance

#### Principle 1 Structure:

The Club is a registered charity and works in a variety of ways to promote the sport of Athletics and healthy lifestyle. The Club became Scottish Charitable Incorporated Organisation (SCIO) in 2022.

Name:	Airdrie & Coatbridge Harriers
Founded:	1933 (90 years)
Business Owners:	The Club is owned and operated by its Membership managed by a committee of seven people.
Legal Structure of Business:	SCIO (Charity No: SC051632) since 2021

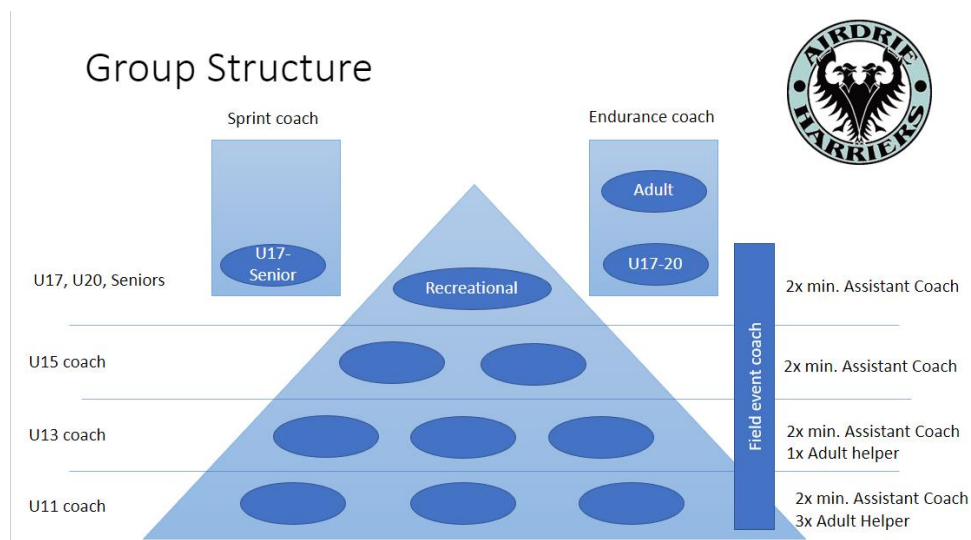
#### Principle 2 People:

<b>Board of Trustees (2023):</b>	██████████ – Chair
To agree all financial purchases, strategic direction and overall running of the club.	██████████ – Vice Chair
	██████████ - Secretary
	██████████ – Honorary President
	██████████ – Committee Member
	██████████ – Committee Member
	██████████ – Committee Member

Coaches committee to agree athletic direction and any operational issues. Officially meet away from the track bi-monthly and will be together at least twice a week at full training nights. There are 19 coaches and assistant coaches

Additional roles to ensure smooth running of the club include secretary, two welfare officers, membership secretary, fundraising lead.

The athletics coaching area is run by large group of volunteer coaches














### Principle 3 Communication:















Airdrie Harriers work closely with democratic committees to run the club, there is an AGM which is open to all, and the committee and coaches all meet bi-monthly to discuss any agenda points people wish to raise.

All AGM documents are available, and communication is filtered to parents and athletes. There are communication trees in place with all athletes and parents through WhatsApp groups and social media channels. Everyone gets the information disseminated at the same time. There are clear transparent rules for team selections based on existing 'Power of 10' bests.

### Principle 4 Standards & Conduct:

At Airdrie Harriers our biggest priority is the welfare and safety of our members, athletes, coaches and volunteers. Below you can download and view Airdrie Harriers' welfare and guidance documents and policies.

-  [Child Ratios](#)
-  [Clubhouses and Changing Rooms](#)
-  [Code of Conduct for a Club](#)
-  [Code of Conduct for Athletes \(2016\)](#)
-  [Code of Conduct for Coaches \(2016\)](#)
-  [Code of Conduct for parents \(2016\)](#)
-  [Code of Conduct for Team Managers \(2016\)](#)
-  [Collection by Parents](#)
-  [First Aid Treatment of Injuries](#)
-  [Guidance Notes to Join PVG - New Application](#)
-  [Managing Challenging Behaviour](#)

-  [Permission for Use of Photographs-Videos](#)
-  [Physical Contact](#)
-  [Preventing & Responding to Bullying](#)
-  [PVG-Briefing-for-sports-organisations](#)
-  [Safe in Care - Club-Parent-Carer Form Welfare](#)
-  [Safe Recruitment Process](#)
-  [Sample Existing-PVG-Member-Application-Form](#)
-  [Sample New-Application-to-Join-PVG-Scheme-form](#)
-  [Scottish-Athletics-Codes-of-Conduct-Booklet](#)
-  [Self Declaration Form](#)
-  [Sexual Activity & Grooming](#)
-  [Social Media](#)
-  [Transporting Children](#)
-  [Volunteers Under 17 years Old](#)

Principle 5 Policies & Processes:

Airdrie Harriers adhere to the Scottish Athletics club license and have clear policies and processes in action to maintain the good governance of the club:

[codes-of-conduct-booklet.pdf](#)

[220118-Equality-Policy.pdf](#)

[Adult-Safeguarding-Policy.pdf](#)

[Affiliation-Policy-June-2021.pdf](#)

[Affiliated-Club-Disciplinary-Policy-template.docx](#)

[child-safeguarding-policy-2023.pdf](#)

[Conflict-of-Interest-Policy-template.docx](#)

Changes to Governance post CAT:

With the intention to take on the Coatbridge Outdoor Sport Centre and Janet Hamilton Community Centre we propose to increase the board to include local and key customer representation.

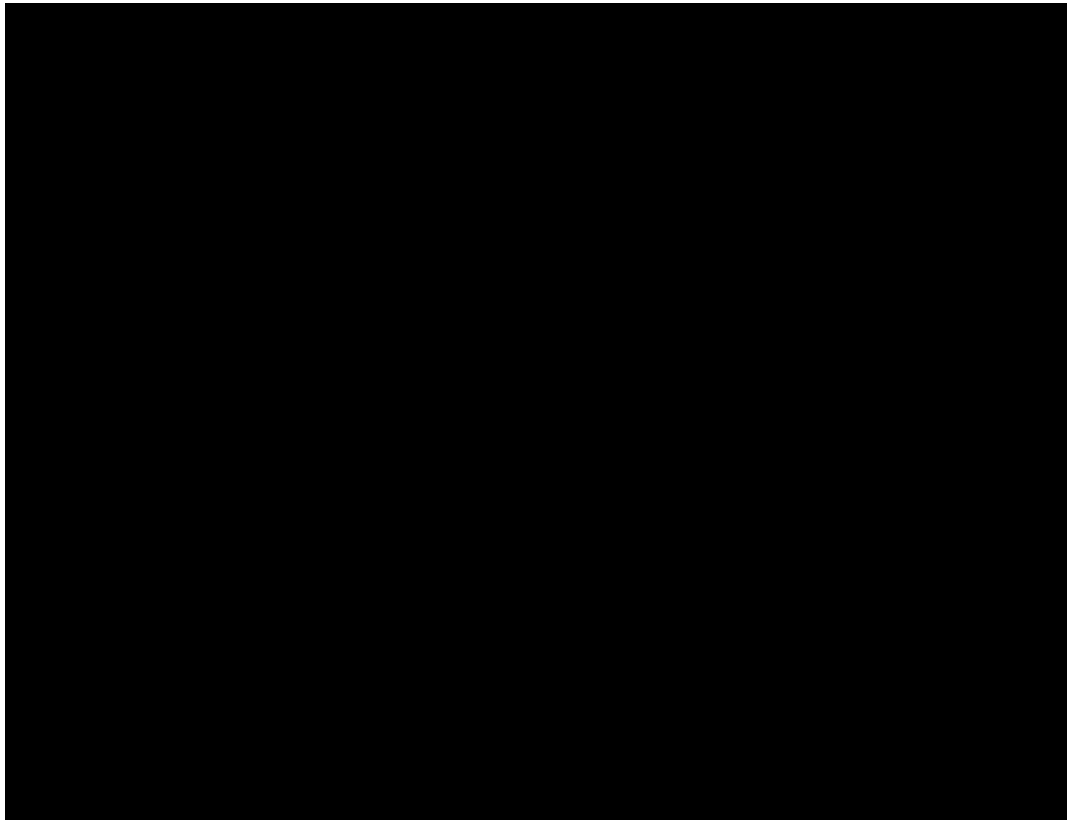
- Community Asset board- existing board with additions from key customer groups e.g. Member of Langloan Residents & Housing Association, a Councilor, key customer like NL Muslim Womens Alliance

- Athletics board- expanded remit of existing coaches committee

#### 4.2. People: Airdrie & Coatbridge Harriers Board of Trustee's and Management Committee:

Airdrie & Coatbridge Harriers has a wealth of experience and professional personnel backing to call upon when running the club. The club has been running for 90 years and is very well run. Running with a significant surplus in the bank for the last 10 years (currently over £30k). The people on the board and have operational roles come from a broad range of backgrounds but come together to ensure the athletic community we serve get the best possible opportunity. The club has committee members who have been actively running the club for over 40 years, have business owners, directors, even Olympic athletes and coaches to name just a few. Each member brings different skills, with project management, financial, marketing to name a few, this ensures that as a group there are no projects or tasks that the club do not feel like they could succeed at.

xxxxxxxxxxxxxxxx- *Chairperson*



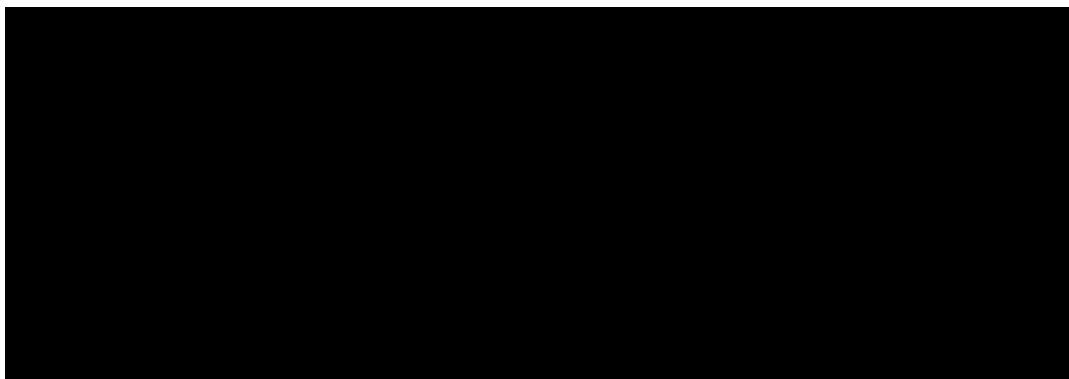
xxxxxxxxxxxxxxxxxxxx- Vice-Chair



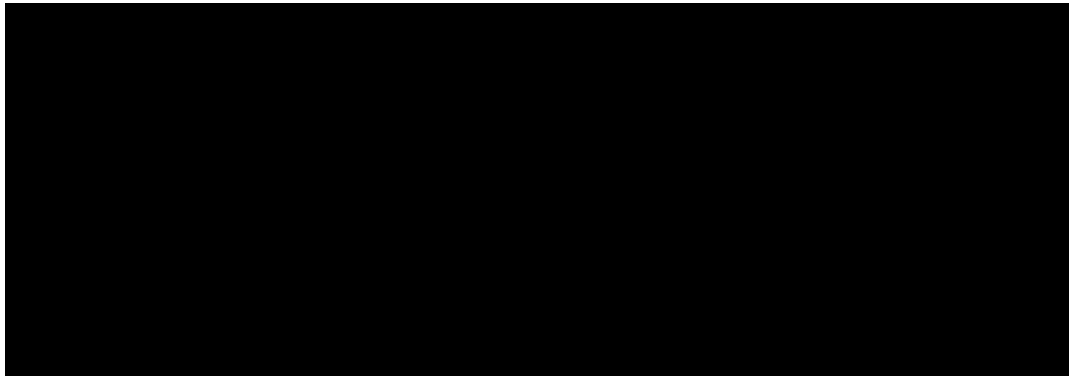
xxxxxxxxxxxxxxxxxxxx- Secretary



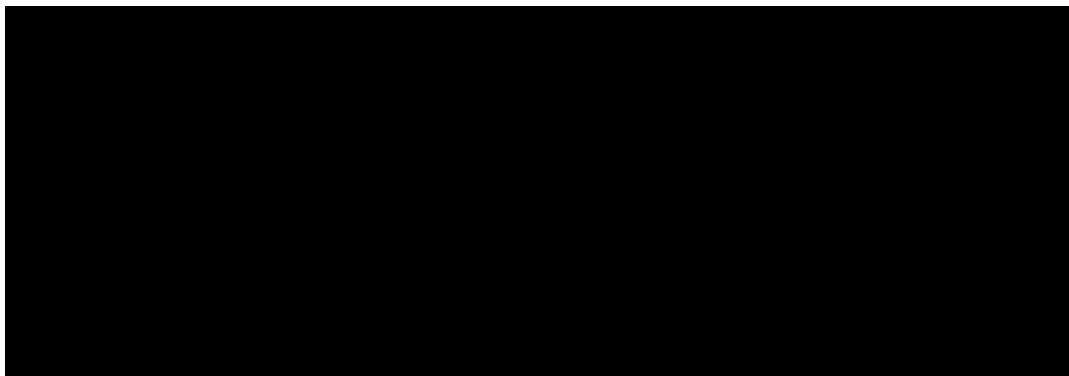
xxxxxxxxxxxxxxxxxxxx- Membership Secretary



xxxxxxxxxxxxxxxxxxxxxx- Welfare Officer



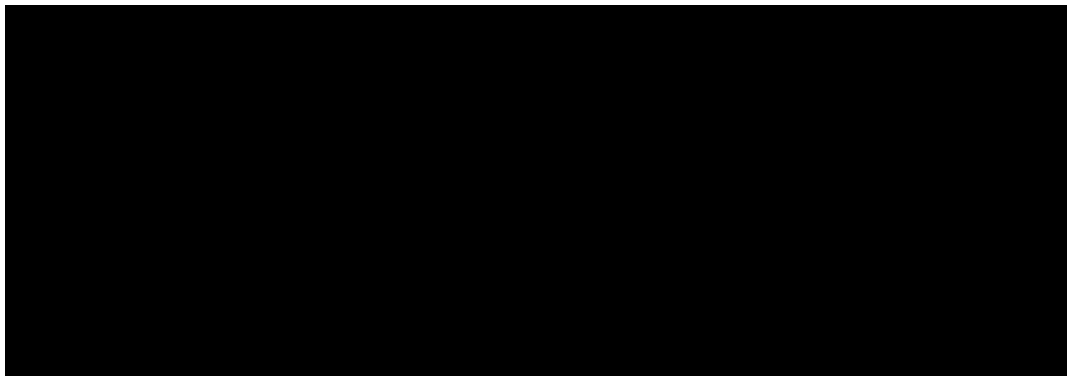
xxxxxxxxxxxxxxxxxxxxxx- Social Media Administrator



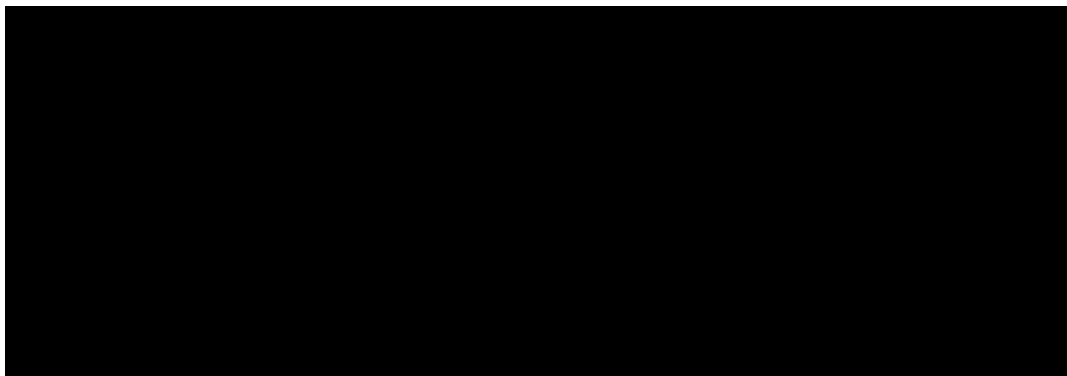
xxxxxxxxxxxxxxxx- *Charity Trustee*



xxxxxxxxxxxxxxxx- *Board Member*



xxxxxxxxxxxxxxxx- *Fundraising Administrator*



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XXXXXXXXXXXXXXXXXXXX

### 4.3. Finances

Growth of customer numbers to 200 athletes and gift aid to manage the ongoing operational costs at the site. Having the community centre active and energy micro generation project will all add finances to help fund the ongoing development of the site. Funding and long-term development to a



community and sports centre for capital expenditure projects. Critical to fulfilling our future plans will be our ability to manage the club's finances and generate significant surpluses.

## Year-end figures 2022-23

Airdrie Harriers are financially in good health and have been running with around a £30k surplus in the bank for numerous years.

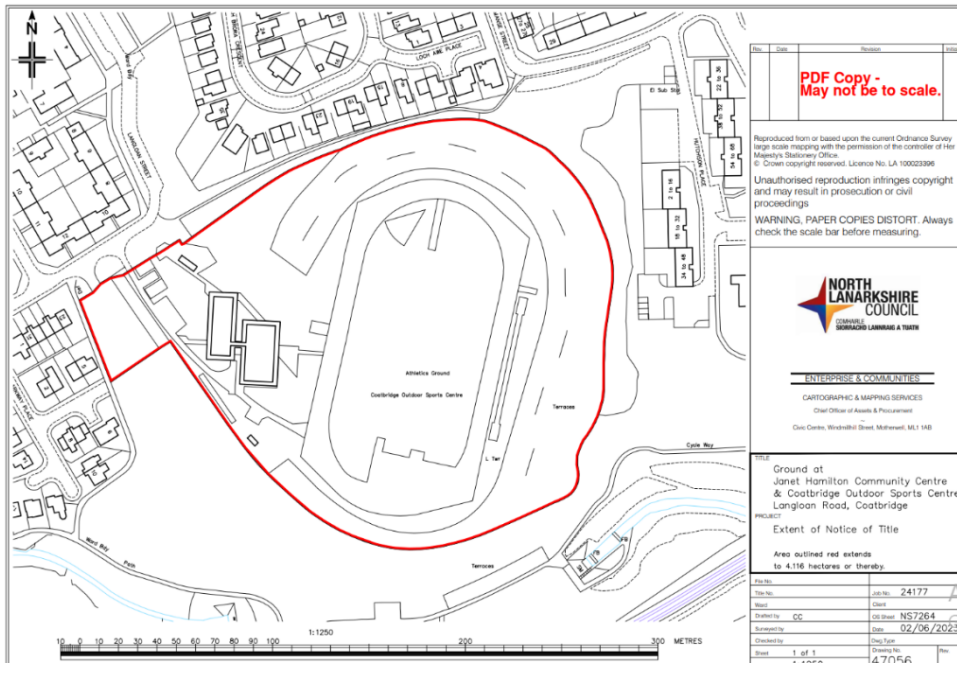
AIRDRIE HARRIERS INCOME & EXPENDITURE ACCOUNT											
1st FEBRUARY 2022 - 31st JANUARY 2023											

## 5. Coatbridge Outdoor Sport Centre & Janet Hamilton Community Centre

### 5.1. Site dimensions

The Coatbridge Outdoor Sport Centre was built in the mid 1970s with an 8 lane athletics track and pavilion building. The Janet Hamilton Community centre was added to the site in the 90s. There are extensive grounds including the grass terracing and car park outside the perimeter fence. The site was built on the old Langloan Chemical & Steel Works and has contamination present due to the activity in the early 20<sup>th</sup> century. In recent years the site has not been maintained to the required standard, with both buildings currently closed due to fire damage.

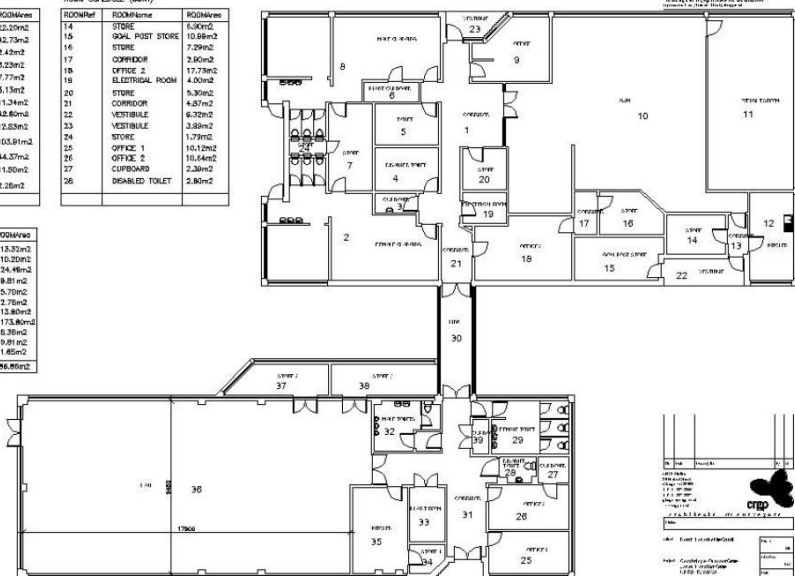




ROOM/Ref	ROOM/Name	ROOM/Area
01	CORRIDOR	22.25m <sup>2</sup>
02	FEMALE CHANGING	42.75m <sup>2</sup>
03	CUPBOARD	2.42m <sup>2</sup>
04	DISABLED TOILET	8.52m <sup>2</sup>
05	TOILET	7.77m <sup>2</sup>
06	PLANT CUPBOARD	5.13m <sup>2</sup>
07	STORE	11.34m <sup>2</sup>
08	MALE CHANGING	42.80m <sup>2</sup>
09	OFFICE	12.82m <sup>2</sup>
10	GYM	103.81m <sup>2</sup>
11	HEIGHTS ROOM	44.37m <sup>2</sup>
12	KITCHEN	11.85m <sup>2</sup>
13	CORRIDOR	2.28m <sup>2</sup>

ROOM/Ref	ROOM/Name	ROOM/Area
14	STORE	1.00m <sup>2</sup>
15	LOCK POST STORE	10.88m <sup>2</sup>
16	STORE	7.29m <sup>2</sup>
17	CORRIDOR	2.80m <sup>2</sup>
18	OFFICE 2	17.73m <sup>2</sup>
19	ELECTRICAL ROOM	4.00m <sup>2</sup>
20	STORE	5.30m <sup>2</sup>
21	CORRIDOR	4.87m <sup>2</sup>
22	VESTIBULE	6.32m <sup>2</sup>
23	VESTIBULE	3.89m <sup>2</sup>
24	STORE	1.77m <sup>2</sup>
25	OFFICE 1	10.12m <sup>2</sup>
26	OFFICE 2	10.44m <sup>2</sup>
27	CUPBOARD	2.36m <sup>2</sup>
28	DISABLED TOILET	2.80m <sup>2</sup>

ROOM/Ref	ROOM/Name	ROOM/Area
29	FEMALE TOILETS	13.37m <sup>2</sup>
30	LINK	10.20m <sup>2</sup>
31	CORRIDOR	24.48m <sup>2</sup>
32	MALE TOILETS	9.81m <sup>2</sup>
33	PLANT ROOM	5.70m <sup>2</sup>
34	STORE 1	2.78m <sup>2</sup>
35	KITCHEN	13.80m <sup>2</sup>
36	HALL	173.80m <sup>2</sup>
37	STORE 2	8.36m <sup>2</sup>
38	STORE 3	9.81m <sup>2</sup>
39	CUPBOARD	1.85m <sup>2</sup>
TOTAL AREA		696.85m <sup>2</sup>



COATBRIDGE OUTDOOR CENTRE/  
JANET HAMILTON CENTRE  
COATBRIDGE  
UPPER RABOONZA  
BUILDING 1  
LEVEL 0



## Building Detail Report - September 2006

### Building Number 1 - Ground Floor

#### Room Number and Description

Area m<sup>2</sup>

1 Corridor	23.00
2 Female Changing	49.50
3 Cupboard	2.50
4 Disabled Toilet	8.40

5 Toilet	8.90
6 Plant Cupboard	3.50
7 Store	11.20
8 Male Changing	47.00
9 Office	14.00
10 Gym	103.70
11 Weights Room	43.70
12 Kitchen	11.60
13 Corridor	2.00
14 Store	7.80
15 Goal Post Store	10.90
16 Store	9.50
17 Corridor	34.00
18 Office 2	18.00
19 Electrical Room	4.70
20 Store	5.60
21 Corridor	5.80
22 Vestibule	6.90
23 Vestibule	4.30
24 Store	2.70
<b>Area of this Floor</b>	<b>439.2</b>

Room Number and Description	Area m <sup>2</sup>
1 Gardener's Store	61.30
<b>Area of this Floor</b>	<b>61.3</b>

Room Number and Description	Area m <sup>2</sup>
1 Gardener's Store	53.40
<b>Area of this Floor</b>	<b>53.4</b>

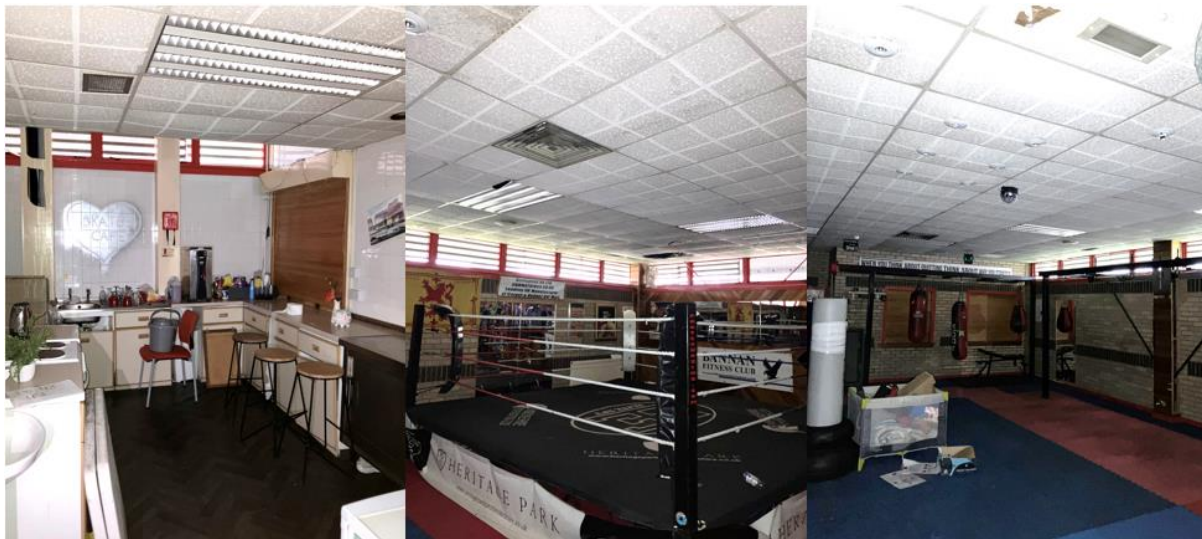


## 5.2. Condition reports

Current state of Coatbridge Outdoor Sport Centre:



Current State of Janet Hamilton Centre:



Current state of connecting corridor and utilities:



### Airdrie & Coatbridge Harriers conclusion:

The club has commissioned two separate assessments of the facility at their own expense. The first was undertaken on 1 March 2024 by Trident Building Consultancy, a full copy of the report is shown below. The assessment describes the current condition of both buildings on site and the link corridor. For the purposes of this summary, building 1 is on the west (COSC) and building 2 on the east (Janet Hamilton Centre). The buildings are single storey steel frames formed with profiled metal roof deck

supported on a lightweight steel space frame truss arrangement which are in turn supported on steel columns. The external walls appear to be infill panels between the primary frames. The slab is concrete and foundation arrangement unknown.

Overall, Trident's assessment is that the complex is in extremely poor condition following several internal and external fires. They have recommended that an intrusive survey is undertaken with all internal finishes removed from walls and ceilings to expose the structure and allow a full survey. The roof sheeting is in poor condition with areas missing and evidence of ongoing water ingress. It is expected this will require replacing. The space frame roof truss will require a full structural survey when finishes are removed. An assessment would be required to determine any remedial requirements and design to support new roof sheeting assuming additional weight is added to upgrade the thermal properties.

A further assessment of the mechanical, electrical, public health (MEPH) services at the facility was undertaken by XBuro UK on March 1<sup>st</sup>, 2024. A copy of the report is shown below. The report shows that the main plant is dated with some significant damage noted in the portion of the building that experienced fire damage. It is suggested that the M&E plant installations within the building would require replacing, with some installations potentially suitable for reuse following a detailed testing and commissioning exercise. The table below shows estimated costs of installation refurbishment:

Installation	Refurbishment cost
Heating and cooling	£40,000
Ventilation	£18,000
Water services	£45,000
LV distribution	£30,000
Lighting	£20,000
Fire alarm and security	£18,000
<b>Total</b>	<b>£171,000</b>

The report notes that there may be an option to demolish the fire damaged part of the Janet Hamilton Centre and retain the area to the front where the main Gym area is situated.

The two assessments taken together outline the significant damage that both buildings have experienced over recent years. Given the condition of COSC and the potential additional cost of further intrusive survey's, it is the clubs view that repair and refurbishment is not economically viable, and the building will require to be demolished.

It would be clubs' preference that the Janet Hamilton Centre is recoverable and can be renovated. However, the club accept that retaining part of the Centre may not be a viable option and that the JHC may have to be demolished. The non-intrusive access and the information provided to the surveyors has not allowed an accurate assessment of the sites structural condition. The club has been forced to consider two potential outcomes to renovated Janet Hamilton Centre and start with a clear site. It is our understanding the council are further considering the roof structure of the JHC, if the council decide the Janet Hamilton Centre is not structurally sound. In addition to the demolition of the COSC, then the JHC should also be demolished. A clear site will allow the club the best opportunity to attract external funding to deliver its future plans.

It is our opinion that the council should demolish the COSC without delay and potentially demolish the JHC, depending on the structural condition. The neglect of the council since the original fire should not be passed on as an issue for any charity trying to re-establish a community and sport centre.

### 5.3. Trident Building Consultancy- site visit March 1st

#### Trident Building Consultancy- site visit March 1st

The complex is made up of two buildings with a link corridor and athletics track and football pitch. Our inspection was of the two buildings only. For the purposes of this summary, building 1 is on the west (COSC) and building 2 on the east (Janet Hamilton).

The buildings are single storey steel frames formed with profiled metal roof deck supported on a lightweight steel space frame truss arrangement which are in turn supported on steel columns. The external walls appear to be infill panels between the primary frames. The slab is concrete and foundation arrangement unknown.

It appears that several fires have taken hold at the complex with damage noted to the external roof soffit of building 1. Building 2 is in poor condition particularly the south half. It appears there have been several internal and external fires.

#### **Building 1 (Coatbridge Outdoor Sport Centre):**

Water ingress was noted in the north and south areas with damage to finishes. The damage appears to be a combination of firefighting water and ingress from the roof or services. We could not confirm if the roof fabric is leaking due to the access limitations.

Externally the single skin steel soffit panel along south elevation roof overhang is fire damaged with several panels missing exposing the steel frame. Some surface corrosion has set in, but access limitations and smoke damage limited our inspection, and we cannot confirm the condition of the roof trusses.

The soffit panel and fascia panels are fire damaged and require replacing.

#### **Link Corridor:**

The link corridor ceiling has partially collapsed, and the remaining panels water damaged. There was standing water on the floor slab. We can't confirm if the source is the services or roof leaking.

#### **Building 2 (Janet Hamilton Community Centre):**

There has been extensive fire damage to the south hall. The ceiling has been removed revealing the truss and roof sheeting. Due to access limitations and smoke staining we could not inspect this closely, but the roof sheeting appears to be in poor condition with areas missing and water ingress throughout suggesting this has been compromised. We noted several damaged roof truss members.

The slab surface is in poor condition visually but there was no obvious cracking or settlement noted.

In the north there is extensive smoke damage to all finishes and evidence of water ingress through the finishes.

### **Summary:**

The building is in poor condition following the fires. To make a full structural assessment we would recommend that all internal finishes are removed to walls and ceilings to expose the structure and allow a full survey. The roof sheeting is in poor condition with areas missing and evidence of ongoing water ingress. We expect this will require replacing.

The space frame roof truss will require a full structural survey when finishes are removed. An assessment would be required to determine any remedial requirements and design to support new roof sheeting assuming additional weight is added to upgrade the thermal properties.

A full structural survey and design assessment will be required to confirm the adequacy of the structure in its current condition and identify any repairs and its suitability for recladding.

A CCTV survey of all drainage will be required to assess the condition following the fire and if repairs are required.

## **5.4. XBuro MEPH condition & Inspection Report**

### **COATBRIDGE SPORTS CENTRE – MEPH CONDITION AND INSPECTION REPORTING- XBuro UK**

We are pleased to confirm that our Engineering Services team within XBuro UK have been able to undertake a comprehensive review of the existing mechanical, electrical, public health (MEPH) services at the above building which have been subject to severe fire damage.

We have completed a site inspection to verify the key findings which are included within this report.

No documentation was provided prior to the site survey.

#### **Executive Summary**

Xburo undertook a non-intrusive survey of the existing mechanical and electrical installations within both building structures, which are connected by an adjoining link corridor. Visually, the main plant items appeared old and dated, with some significant damage noted within the portion of the building subject to fire damage.

It is suggested that the M&E plant installations within the building would require replacing, with some installations potentially suitable for reuse following a detailed testing and commissioning exercise.

Below is a summary of the installations within the building.



## **Heating and Cooling**

The existing heating for the building emanates from the main floor stand Hamworthy gas fired boiler within the plant room. The boiler provides heating to the entire building via a network of steel pipework as well as a feed to the 2nr hot water calorifiers.

Radiators within the Gym area of the building is in a good condition and appear to have been upgraded in recent years. Radiators within the area of the building that has been had fire damage are in a poor condition and surpassed their serviceable life. There has also been significant damage to pipework and radiators in this area.

The existing cooling is limited to cassette units within the main gym area. These appear to be in good condition though will require to be fully tested and commissioned to confirm operation. It is suggested that the main boiler be replaced with new distribution pipework and radiators provided to the fire damaged area.

### **Budget Costs for Refurbishment - £40,000**

#### **Ventilation**

Ventilation within the building comprises a series of void mounted extraction units which service the WC and Changing facilities within the building.

Given the dilapidated condition of the building, a full review of the void mounted extract units was not undertaken. Extract units within the area where the ceiling was damaged enabled sight of old extract fans and assumed surpassed serviceable life.

It is suggested that all local inline extract fan systems are replaced, assuming that the existing layout it being retained for any refurbishment works.

### **Budget Costs for Refurbishment - £18,000**

#### **Water Services**

There are 2 hot water calorifiers within the building. One of the calorifiers serves the WC areas at the Gym side of the building and is located within the plant room adjacent the boiler. The other unit is located behind partitioning within the changing area which was only accessible due to the damage to the area.

The calorifier in the plant room is in an adequate condition though given this has been isolated for a period, a full testing and commissioning of the system should be carried out.

The calorifier in the fire damaged area has surpassed its serviceable life and should be replaced along with all associated pipework.

### **Budget Costs for Refurbishment - £45,000**

#### **LV Distribution**

Main incoming DNO supply cable and cable head enter the building within the electrical services area within the fire damaged area of the building. The main cable head is connected to the main supply meter before connection to the LV busbar which supplies a network of isolators protecting distribution boards throughout the building.

The LV distribution board installation has surpassed its serviceable life, with the distribution boards not compliant with the latest iteration of the IET wiring regulations.

The existing wiring is old twin and earth type which is not concealed and run in voids. There was no EICR information available for review though it is anticipated that the installation hasn't been regularly tested.

It is suggested that the full LV distribution installation be replaced which would benefit any revised internal development. The existing installation could be reduced to better facilitate the proposed installation.

#### **Budget Costs for Refurbishment - £30,000**

##### Lighting

Lighting within the main Gym area of the building comprises recessed modular fluorescent linear luminaires as well as recessed downlights. The fittings are damaged, and it is expected a high portion would not be operational should power be reinstated to the building.

The lighting within the area that has suffered fire damage has been removed and vandalised. A full new lighting array within this area would be required.

It is suggested that a full LED lighting installation be adopted with a mixture of automatic and manual controls throughout.

Emergency lighting within the building appeared to be poor, with line-of-sight poor in areas where the installations were still in situ.

#### **Budget Costs for Refurbishment - £20,000**

##### Fire Alarm & Security

Fire alarm installation comprises main entrance zone fire alarm panel with additional repeater panel within the fire damaged area of the building.

Each panel is connected to a network of fire alarm detectors, manual call points and sounders throughout. The installation has surpassed its serviceable life and has been isolated.

The building is complete with an intruder alarm system which is not operational, with field detectors damaged and surpassed their serviceable life.

It is suggested that a new fire alarm installation including main panel, wiring and detectors be allowed for. New intruder alarm system to be installed to protect the building windows and doors.

#### **Budget Costs for Refurbishment - £18,000**

#### **Option to demolish COSC and retain the Janet Hamilton Center:**

Further discussions indicate there is an option to demolish the fire damaged part of the building and retain the area to the front where the main Gym area is situated.

To enable this option, the following works would need to be undertaken:

1. The existing boiler is thought to serve the heating in both areas of the building. Any distribution pipework serving the fire damage area would require stripping back and capped where necessary. The cost for this could be included within the demolition package.
2. The existing boiler installation would need a full testing and recommissioning exercise to ascertain whether the operation is adequate to serve the retained building. The boiler provides a feed to the hot water calorifier so would have a knock-on effect to the DHW system.

**Budget Cost for Testing & Commissioning - £800**

3. The existing domestic water system has been stagnant for a substantial period of time and a full disinfection and flushing of the system would be required. Also, a full testing and commissioning of the hot water calorifier would be required to ascertain if the system is operational.

**Budget Cost for Testing & Commissioning and System Disinfection - £5,000**

4. The main LV incoming supply is within the fire damaged area of the building. To retain power to the retained section of the building we would need to apply for a dedicated connection from the main distribution network operator, with new supply meter. This could then be connected to the existing distribution board within the demise, following a full EICR survey being carried out by an electrician.

**Budget Cost for New Supply & Testing & Commissioning - £7,500**

5. There are other miscellaneous costs for internal refurbishment though these would be determined following design stage.

**Confidentiality**

We are currently not entered into any confidentiality agreement with regard to the projector building, but note that as of now, we consider the instruction to be private and confidential.

We are happy to sign any confidentiality agreement in relation to the instruction.

**Conclusion**

We trust that this letter provides you with the comfort you require, and we would be pleased to discuss our involvement in more detail with you. In this connection, please do not hesitate to contact the undersigned.

Yours sincerely,

 CEng MCIBSE

DIRECTOR

For and on behalf of XBuroUK Ltd

## 5.5. Valuation report

It is our opinion the site in its current condition does not attract a positive valuation. We believe the site would be difficult to re-position or re-purpose given the contamination associated with the land and furthermore we believe the current condition of the subject buildings on the site are such that significant expenditure to deliver extensive refurbishment, repair and upgrade would be required in

order to return these to a suitable habitable standard which would significantly outweigh any otherwise nominal figure we believe could be attributed to the site.

If the Janet Hamilton Centre is structurally sound and can be re-used, there may possibly be some value attributable to that particular building. However, as much as we presently have a number of current 'unknowns' relating to the structural suitability of these subjects we still anticipate that substantial monies to the building envelope, internal fabric and building services are necessary which again would most likely negate any positive valuation.

We believe the former Sports Centre is beyond economic repair, will require demolition, and again would therefore not attract any value.

As a matter of 'good will' the Club would be prepared to consider a limited or nominal financial sum for purchase of the site and buildings contained thereon, however, with required anticipated outgoing expenditure this would simply be a token payment, and of little benefit to the Local Authority. Funds which we would rather see invested in the future amenity we propose to provide at the site for the local community now, and future generations to come.

## 6. Business Activities

### 6.1. Timeline over next 5 years

Airdrie & Coatbridge Harriers have been training on the track at Coatbridge since 1985. We have been saddened to see the decline in the last few years of the facility and would love to take ownership bring the site back to being a one of the leading track facilities in Scotland. We also are looking to bring the community centre back to Langloan, we feel the more the local community can be involved and active on the site, the greater benefit the site can bring to our community.

If successful with the Community Asset Transfer it is the intention of Airdrie Harriers to take ownership of the full Coatbridge Outdoor Sport Centre and Janet Hamilton Community Centre. We have agreed at our AGM that the board will not just be the current Airdrie and Coatbridge Harriers board we will add members from the resident's association, a local councillor and leaders from key customers like the NL Muslim Women group. The club will also look to expand board membership to the local business community that can add value to the management of the facility. This will include people with skills and experience in Facilities Management, Construction and Business Development. This will provide a stronger more balanced leadership group to guide the site efficiently and for the benefit of the community.

We will return the Janet Hamilton Centre to previous usage as a community centre, which will be open to all. We have discussed the utilisation of the community centre with various potential customer groups and are confident there is enough interest to keep the site in regular usage.

The Coatbridge Outdoor Sport centre unfortunately is not salvageable and will need to be demolished. It is our intention to add modular units onto the foundations which will eventually house similar facilities to the previous building, including a toilet block, a large open area with some gym equipment. Eventually we intend to add changing facilities with showers, but this is not planned in the initial 5-year plan.

The track is to be resurfaced, drainage is to be cleaned up in the first 5 years to deliver a modern training facility, this will be the largest outgoing cost with a quote of £350k. Longer term working towards Track Mark accreditation to bring competitions and championships back to Coatbridge.

The surrounding land is extensive and currently not really utilised in the current terraced condition. It is our intention to build up cross country trails for our own training but also for community trail and dog walkers. We are also looking to introduce community orchard and areas for community allotments to grow produce. The intention is to link the growing of food with community classes within the Janet Hamilton Centre.

It is our intention kick start a community energy micro-generation project. We will have heat pumps on the site to heat both the buildings on the site but also the flats on Langloan Street. These heat pumps will allow the community to be ahead of the government drive for net zero where gas boilers are going to be decommissioned. We will also have solar panels to build an electricity supply for the site and to assist with the electricity for the flats in the immediate vicinity of the site.

#### Year 1-

Focus is on working with large funders to get a couple of big funding awards, which will then help get more of the smaller awards to build to the funding target. Get the Janet Hamilton Centre re-opened with some renovation and build customers to allow steady stream of income. Securing the site and get it back to a workable athletics facility.

- Demolition of Coatbridge Outdoor Sport Centre down to concrete foundations
- Large fundraising drive, with target of £250k
- Move service points from COSC base to Janet Hamilton Centre
- Renovate Janet Hamilton Centre, returning to a workable community centre

- Rewire flood lights to allow winter training
- Fix current fencing and add security measures to secure site at night
- Add modular unit onto base COSC foundations- toilet block and communal area
- Hire local for Janitor role to be present on site and act as a key holder

#### Year 2-

Focus is relaying the track to provide improved surface. Marketing and building up customers for community centre and increasing the base of Airdrie Harriers particularly through adult runners and under 10s run, jump & throw groups.

- Large fundraising drive continue, with target of £150k
- Relay track surface
- Introduce run, jump & throw groups for under 10s
- Market the community centre to build customer base
- Ongoing maintenance of fence and site
- Set up micro generation plant room, with Air pumps and solar panels

#### Year 3-

Become energy self-sufficient and start selling energy to local areas with community energy. Add to the modular unit on the COSC base to increase the size of communal area and introduce a small gym area.

- Launch community energy
- Become energy self-sufficient on site
- Add another modular unit
- Continue to grow Airdrie Harrier athlete base building on the new groups
- Continue marketing of community centre building the usage of the centre

#### Year 4-

Continue to grow the customer base with Airdrie Harriers reaching for the 200 athletes target and increased bookings within the community centre. Development to the terracing with the orchard and cross-country trails.

- Further marketing drive to continue growth of club and community centre
- Launch of community orchard and paths through the terracing
- Review of community energy with possible expansion to other community blocks

#### Year 5-

Further renovation of community centre to improve the look of site, to encourage more family events and parties to rent the site. Aim to achieve track mark status and bring athletic championships and schools' athletics back to Coatbridge. Introduce more community events with re-introduction of Monklands half Marathon, Coatbridge Highland Games and cross-country events.

- Renovation of Janet Hamilton Centre for aesthetics
- Launch of community event days
- Achieve Track mark status for athletic events

#### 5-year cash flow

Main scenario includes the Janet Hamilton Centre acting as a community centre as describe in Timeline over the next 5 years:

	Year 1	Year 2	Year 3	Year 4	Year 5
Balance B/F	£ 34,000	£ 181,469	£ 23,074	£ 44,172	£ 124,209
Income	£ 345,220	£ 259,620	£ 137,320	£ 143,320	£ 146,320
Outgoings	£ 197,751	£ 418,015	£ 116,222	£ 58,580	£ 115,695
Year End Balance	£ 181,469	£ 23,074	£ 44,172	£ 124,209	£ 149,915
Income exc, funding	£ 90,428	£ 106,748	£ 128,168	£ 134,168	£ 137,168
RevEx	£ 65,751	£ 68,015	£ 61,222	£ 63,671	£ 66,218
Operating Profit	£ 24,677	£ 38,733	£ 66,946	£ 70,497	£ 70,950

## Financial Assumptions:

Title	description	yr1 value 2025	yr2 value 2026	yr3 value 2027	yr4 value 2028	yr5 value 2029
<b>Income</b>						
Opening balance	based on the bank balance at April 24	£ 34,000				
Membership	current monthly fee £18/ month, current 130 athletes looking to increase to 150 athletes and eventually 200 athletes, many other clubs have 200+, current facilities and number of coaches restrict further growth	£ 28,080	£ 32,400	£ 40,800	£ 45,600	£ 48,000
Gift Aid	continue to receive 25% gift aid for all memberships (? can you claim gift aid on all bookings?)	£ 7,020	£ 8,100	£ 10,200	£ 11,400	£ 12,000
Fundraising	£400k required for initial project- track, buildings, fencing and security- ongoing funding of £10k included for addition developments- Community Orchard and Community Energy Generation will be run with separate funding projects	£250,000	£150,000	£ 10,000	£ 10,000	£ 10,000
Janet Hamilton bookings	based on 4 hour of bookings in the hall per day, charging ave. £30 per hour. Expectation is to increase this to 6hrs of bookings per day. £32 per hour, with only £20 per hour for bookings 3 hours or more.	£ 43,680	£ 54,600	£ 65,520	£ 65,520	£ 65,520
Track & field booking	expectation is additional 1hr per day from non-airdrie Harriers members at £32 per hour	£ 11,648	£ 11,648	£ 11,648	£ 11,648	£ 11,648
Community Energy Generation	TBC with further engagement with council and residents					

Title	description	yr1 value 2025	yr2 value 2026	yr3 value 2027	yr4 value 2028	yr5 value 2029
<b>Outgoings</b>						
Property Cost & maintenance	Based on NLC Strategy Paper which included 15,271 annual property cost, includes grass cutting, maintenance- increased it for insurance costs. Increase 4% annually	£ 18,000	£ 18,720	£ 19,469	£ 20,248	£ 21,057
Utilities	Gas, Electricity & Water, eventually being self sufficient for gas and electricity- based on 22/23 costs	£ 9,148	£ 9,148			
Non-domestic Rates	NDR's have been assumed at 20% for charity, also is it part of quoted property costs. Increase 4% per year	£ 1,837	£ 1,910	£ 1,987	£ 2,066	£ 2,149
Employee costs	Janitor paid at Living Wage, supported by volunteer key holders. Increase by 4% annually	£ 22,000	£ 22,880	£ 23,795	£ 24,747	£ 25,737
Admin cost	based on NLC Strategy paper, most Admin will be included in volunteer work, Increased annually 4%	£ 716	£ 745	£ 774	£ 805	£ 838
Registration & affiliation costs	Affiliations to Athletics associations and leagues, Increased annually 4%	£ 3,100	£ 3,224	£ 3,353	£ 3,487	£ 3,627
Equipment & kit	Athletics equipment, increase over the years for community hall equipment after initial refurbishment CapEx. Increased annually 4%	£ 1,750	£ 1,820	£ 1,893	£ 1,969	£ 2,047
Professional services & education courses	Accountant, coaching courses. Increased annually 4%	£ 1,700	£ 1,768	£ 1,839	£ 1,912	£ 1,989
Misc.	adhoc maintenance plus additional activities through the year e.g. club awards night, christmas fun night. Increased annually 4%	£ 7,500	£ 7,800	£ 8,112	£ 8,436	£ 8,774
Capital Expenditure						
CapEx: track	resurface track, some ground work to improve drainage		£350,000			
CapEx: lights	complete flood light work with rewiring of old equipment	£ 5,000				
CapEx: fencing & security	additional fence repairs and security additions	£ 12,000				
CapEx: Janet Hamilton renovation	renovation of JHC decoration and update utility connections	£ 25,000		£ 10,000		£ 10,000
CapEx: modular building	Introduction of toilet block and classroom style modular units	£ 90,000		£ 45,000		£ 45,000
CapEx: Community Generation	TBC					
CapEx: Community Orchard	TBC					

## 6.2. Scenario Planning

### 6.2.1. JHC will not be available

The assumption, backed by the survey and report of the internal condition of the Janet Hamilton Centre, is the community centre is a viable building and we will be able to renovate the building to an acceptable standard. This scenario considers the risk if the roof which can't be fully checked with the limitations placed on the survey team is not in condition that can allow the Janet Hamilton Centre to be used. In this scenario the club would need the demolition of both buildings and would look to accelerate the modular unit ramp up to bring in further bookings. Modular units however would reduce the number of bookings available and would minimise the use of the site as a community centre for an extended period.

Airdrie & Coatbridge Harriers can earn the money through membership fees to keep the site going but would need to rely on funding to upgrade the facilities extensively. The community centre income would not be realised in the first few years and would be at a reduced rate once income does start coming in from the community.

The majority of the activity described in the main scenario will still go ahead, this scenario documents the changes to the plan if the Janet Hamilton Centre (JHC) is not structural stable and needs to be demolished.

#### Year 1-

- there will be no income from the JHC
- Reduced hours for Janitor role as the JHC are not active (40%)
- Additional cost in lights section to house electrics and other service points
- Modular unit costs double as there will need to be two modular units purchased, one April and another October

#### Year 2-

- There is reduced income from the new modular units placed on the site of the former JHC
- Janitor role increases but still only 70% of JHC scenario
- Track resurfacing will need to be split into two projects year2 and year5, £250k spent on resurfacing the inside 4 lanes and improvement of drainage.

#### Year 3-

- Bookings for new building increases but is still significantly less than the JHC scenario
- Janitor role goes full time
- £10k spent on decoration of the new JHC units

#### Year 4-

- Bookings for new building reaches peak but is still less than the JHC scenario

#### Year 5-

- Resurfacing of the outside 4 lanes further £100k
- £10k spent on decoration of modular units

	Year 1	Year 2	Year 3	Year 4	Year 5
Balance B/F	£ 34,000	£ 131,197	£ 4,682	£ 40,663	£ 61,572
Income	£ 346,748	£ 184,020	£ 105,408	£ 122,328	£ 125,360
Outgoings	£ 249,551	£ 310,535	£ 69,427	£ 101,869	£ 168,915
Year End Balance	£ 131,197	£ 4,682	£ 40,663	£ 61,572	£ 13,260
Income exc, funding	£ 46,748	£ 73,988	£ 95,408	£ 112,328	£ 115,328
RevEx	£ 52,551	£ 60,535	£ 59,427	£ 61,804	£ 64,276
Operating Profit	-£ 5,803	£ 13,453	£ 35,981	£ 50,524	£ 51,052



Title	description	yr1 value 2025	yr2 value 2026	yr3 value 2027	yr4 value 2028	yr5 value 2029
<b>Income</b>						
Opening balance	based on the bank balance at April 24	£ 34,000				
Membership	current monthly fee £18/ month, current 130 athletes looking to increase to 150 athletes and eventually 200 athletes, many other clubs have 200+, current facilities and number of coaches restrict further growth	£ 28,080	£ 32,400	£ 40,800	£ 45,600	£ 48,000
Gift Aid	continue to receive 25% gift aid for all memberships (? can you claim gift aid on all bookings?)	£ 7,020	£ 8,100	£ 10,200	£ 11,400	£ 12,000
Fundraising	£400k required for initial project- track, buildings, fencing and security- Assumption is 3 main deliveries of £150k, £150k and £100k ongoing funding of £10k included for addition developments- Community Orchard and Community Energy Generation will be run with separate funding projects	£300,000	£100,000	£ 10,000	£ 10,000	£ 10,000
Janet Hamilton book	No bookings for the first year, as the site is redeveloped. In year 2 the level of bookings would be lower than the JHC option, 2 hours bookings in the hall per day. Charging ave. £30 per hour. Expectation to increase to 4 hours per day. reduced bookings based on modular units having less appeal.	£ -	£ 21,840	£ 32,760	£ 43,680	£ 43,680
Track & field booking	expectation is additional 1hr per day from non-airdrie Harriers members at £32 per hour	£ 11,648	£ 11,648	£ 11,648	£ 11,648	£ 11,648
Community Generati	TBC					

Title	description	yr1 value 2025	yr2 value 2026	yr3 value 2027	yr4 value 2028	yr5 value 2029
<b>Outgoings</b>						
Property Cost & maintenance	Based on NLC Strategy Paper which included 15,271 annual property cost, includes grass cutting, maintenance- increased it for insurance costs. Increase 4% annually	£ 18,000	£ 18,720	£ 19,469	£ 20,248	£ 21,057
Utilities	Gas, Electricity & Water, eventually being self sufficient for gas and electricity- based on 22/23 costs	£ 9,148	£ 9,148			
Non-domestic Rates	charities are often exempt from NDR's, assumption is for 20% valuation. Increase 4% per year	£ 1,837	£ 1,910	£ 1,987	£ 2,066	£ 2,149
Employee costs	Janitor paid at Living Wage, supported by volunteer key holders. Increase by 4% annually. reduced hours to 40% in year 1, 70% in year 2- until Janet Hamilton Centre is fully active	£ 8,800	£ 15,400	£ 22,000	£ 22,880	£ 23,795
Admin cost	based on NLC Strategy paper, most Admin will be included in volunteer work, increased annually 4%	£ 716	£ 745	£ 774	£ 805	£ 838
Registration & affiliation costs	Affiliations to Athletics associations and leagues, Increased annually 4%	£ 3,100	£ 3,224	£ 3,353	£ 3,487	£ 3,627
Equipment & kit	Athletics equipment, increase over the years for community hall equipment after initial refurbishment CapEx. Increased annually 4%	£ 1,750	£ 1,820	£ 1,893	£ 1,969	£ 2,047
Professional services & education courses	Accountant, coaching courses. Increased annually 4%	£ 1,700	£ 1,768	£ 1,839	£ 1,912	£ 1,989
Misc.	ad hoc maintenance plus additional activities through the year e.g. club awards night, christmas fun night. Increased annually 4%	£ 7,500	£ 7,800	£ 8,112	£ 8,436	£ 8,774
Capital Expenditure						
CapEx: track	In year2 the inside 4 lanes would be resurfaced with additional lanes being resurfaced in year5		£250,000			£100,000
CapEx: lights	additional cost to JHC plan, to build secure utilities point	£ 17,000				
CapEx: fencing & security	repair fence and add security to buildings	£ 12,000				
CapEx: Janet Hamilton	future renovation of modular units	£ -		£ 10,000		£ 10,000
CapEx: modular build	two modular units in year 1, place upgrade and expand in year3	£180,000		£ 45,000		
CapEx: Community Generation						
CapEx: Community Orchard						

### 6.2.2. Low Customer uptake

The plan target of £400k from fundraising will be a challenge for the club who have not raised this level of funding before. The plan is to get a one or two larger funds such as the Scottish Land Fund, Community Ownership Fund and SportScotland which will then make the smaller funds more accessible. The fundraising group is set up and have plenty of support from different organisations such as Sported (which we are a member of) and Club Development Consultancy (through their support of Scottish Athletics). However, it is prudent exercise to view the impact of not being able to complete the funding.

Assumption: funding reaches £40k in year 1 with small ongoing funds in subsequent year

Assumption: No customer bookings other than Airdrie Harriers can take place until site is secured and renovated

The focus within this scenario is getting the community centre active and earning money. The track which is the biggest outlay is the key part, which is delayed, and relaying of the surface is staggered with the inside two lanes being relayed within the initial 5-year plan and subsequent lanes to be added on a rolling basis with lanes 3 & 4 likely in year 6.

Without the initial funding the overall objectives; returning the site to its former glory and to community hands are still achievable but will take longer.

## 6.3. Community centre and sports grounds

Rental of hall and sports grounds. Airdrie & Coatbridge Harriers have had discussions with various groups to establish who would be our customers if we took ownership of the site. We were very

pleased and greatly encouraged to find a great deal of interest in the site. There are numerous groups who are very keen to use the facilities and we believe there are a lot more from the local community who would use the centre once it is renovated and operational.

Customers include:

Track:

Airdrie & Coatbridge Harriers (continue with track fees to Site accounts)

- **Police fitness test:** The police are moving their testing base to the Coatbridge office and as part of their fitness test they must complete a 5k in 25minutes. Unfortunately, there are a lot of the police who fail this test, which can lead to them not being able to work until they pass the test. We would provide the police with coaching and a place to conduct their tests. This will be income for the site but will also give the police a vested interest in the site to tackle the anti-social behavior experienced over the last few years.
- **Run, jump, throw groups:** The club has ambitions to extend our offering to the under 9s, potentially calling them hawks before they graduate to the Harriers. We are regularly asked if there is anything for the under 9 and feel it would be a big opportunity for growth. Many other Scottish athletic clubs do this and often make as much from their run, jump, throw groups than they do from their main club. We also feel this would be a great opportunity for our older athletes who are the age they start work or university and often drift away from training, to keep them involved as new coaches.
- **Active schools:** The site has held cross country events, but we feel the track can be utilised significantly more with sport days and cross school events. Working closely with the active schools' coordinators we would look to increase the usage of the site.

Janet Hamilton center- Community groups:

- **Langloan Tenants & Resident Association:** The local residents are very keen to have the community centre back available to book for many of the activities that were previously present including play groups, citizen advice bureau, community classes, family events etc.
- **North Lanarkshire Muslim Womens Alliance-** Working closely with Muslim Women's Alliance we believe the use of the community center would meet many of the group's objectives and allow a space for all the community. So, they could run the support groups, educational classes etc. Their hopes for a cafe would be a welcome addition to the community center.
- **Bannon fitness classes:** Over the last few year Bannan's have had sole use of the community center. We would welcome them to continue to use the site and we have great synergies with their overall aims to build an active community. Many of our young athletes' parents were regular attendees of their fitness classes. The community fitness classes would be a great addition to the center's activity.
- **Boys Brigade:** Discussion with the Boys Brigade have highlighted they are looking for a community center in the area and would welcome using the Janet Hamilton Center on multiple nights.

Pitch:

- **Drumpellier Waysiders Rugby:** Discussions with the rugby club initially about their governance structure and how they work closely with the cricket club, led to an opportunity. The rugby club need a training pitch as their own pitch gets waterlogged and is overused.

The pitch at the track would be able to support their training needs allowing them to continue to grow their women's and young rugby teams.

- **Monklands Archery:** As a long-term user of the site, we would welcome their continued presence. Saturday afternoons would through the summer months would continue to be available to the archery club.

## Charities

- **Hope for Autism:** Working with the Hope for Autism group over the last few years we have a group of autistic kids and their parents who come to do athletics in the quite secluded site down at the track. It works very well, and we are looking to continue the partnership.
- **Memory Clinic:** Previously we had a group from the memory clinic who could use the track in a safe environment. The enclosed looped space that is Coatbridge Outdoor Sport Centre allowed people with Alzheimer's and dementia to get outdoor environment to exercise without worry of them going off. The Memory clinic and ourselves would be very keen to get back to this once we have the indoor facilities again to support the group.

## Membership including Gift Aid

With ambitious plans to gradually increase the membership to an agreed optimum level of 250 and a small increase in fees, income from this stream could increase by over 200% over the next 5 years. With charitable status, the club can claim 25% on top from HMRC assuming Members (Tax paying) sign the declaration which forms part of the application. Now past its second full year as a Charity, the club also has access to the Small Claims Gift Aid scheme which allows a 25% claim on a maximum small anonymous donations pot of up to £5k (returning £1250 on said maximum).

## Sales of kit and equipment

Although this gives a relatively low return, it would be reasonable to expect an increase in line with growth of the Membership.

## Grant Funding

In order to deliver this facility, the Club has an ambitious target of raising 20% of the required funds through its own income generation and fundraising activities. In order to maximise grant funded income, the club have engaged professional support from Sported, Scottish Athletics and Club Development Consultancy in order to facilitate the production of all project documentation, identify local, regional and national funders and to support the drafting of funding applications. There is a recognition that the marketplace is very competitive with more and more organisations competing for a reducing pot of money. It is therefore essential the club develop the infrastructure and resources to create the conditions for success.

## Donations

The Club will seek to maximise the benefits of charitable status by encouraging charitable donations through a variety of sources including corporate sponsorship, crowd funding, community benefit clauses and legacy funds amongst others.

## Visitor Revenue

The club is currently exploring with the best ways of gaining revenue from visiting athletes, other sport activities and community groups within the hall.

## Community Orchard

Use terracing to plant and run a community orchard, providing the local community with fresh fruit. Providing a space for many local groups to come together. Orchards were once a significant part of the UK's landscape, but many have been lost to urban development. We want to remedy this and bring the magic of orchards into cities and areas of urban deprivation, where the environmental and social benefits of green space and community growing can make a big difference. Community orchards are such a great enabler for making connections – with people, place, nature and food. We face a climate and ecological emergency that reinforces inequalities, and orchards enable people to take action in a meaningful and tangible way.

The COSC has lots of space that is currently not being utilised with the terracing being eroded away with rabbits making it dangerous to run on and the initial purpose for crowds is no longer feasible with the sporting facilities. This would complement and add to our own ethos for community wellbeing into a new avenue of healthy eating and strengthen the local community engagement of the site.

Support and funding available to

<https://assets.publishing.service.gov.uk/media/5a78d20ae5274a2acd18a0ac/1973262.pdf>

The Orchard Project strategic plan [https://www.theorchardproject.org.uk/wp-content/uploads/2023/03/TOP-Strategic-Plan-2021-25\\_V2-2.pdf](https://www.theorchardproject.org.uk/wp-content/uploads/2023/03/TOP-Strategic-Plan-2021-25_V2-2.pdf)

## Micro generation- Water Heat Pumps

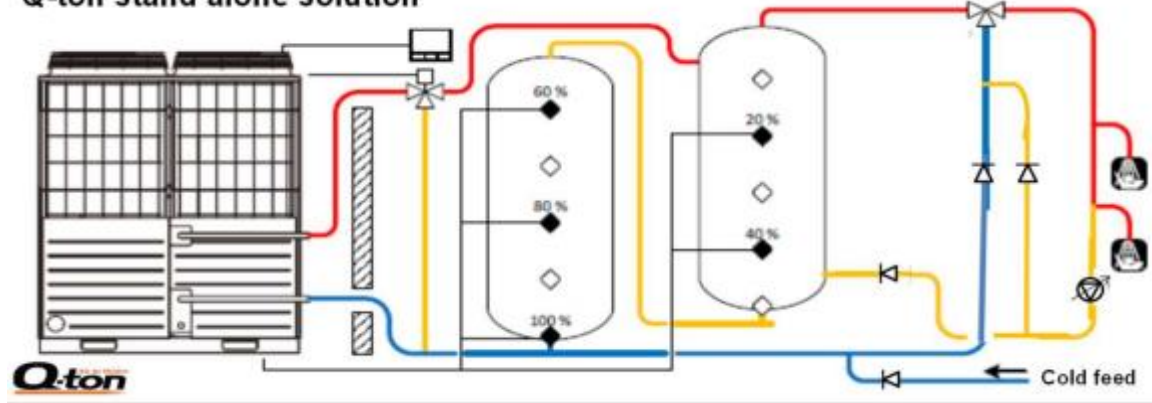
We have explored the possibility of adding Water Heat Pumps onto the site to provide hot water to the Coatbridge Outdoor Sports Centre facility and the adjacent flats across from the centre. Water heat pump projects in the UK are still in their infancy and we have experience on the committee of running these installs for university student accommodation. However, it will take a lot more work before it can become part of this business plan. We still have an aspiration to build an energy microgeneration but accept we need significant more time and information to include in the plan. This is unlikely to be part of the initial 5-year plan and has therefore has not been included in any cashflow projections.

In our research to date we have estimated that there are 30 flats in the first building block and this system could replace the existing boilers as we move into a more sustainable future. If we are correct with our estimate of the number of flats, we would be able to replace all boilers in the flats and sports centre with 1 x Q-ton and 2 x 500 litres hot water tanks. The running costs alone would save between £2000.00 and £4000.00 per year. There is potential to provide hot water to the second set of flats with a phase two future project. We would estimate the payback on the installation and components would be between 5 and 7 years with the equipment shelf life being around 20 to 30 years.

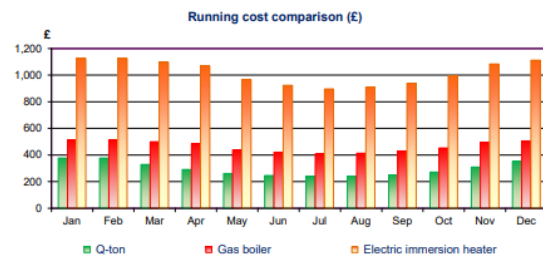
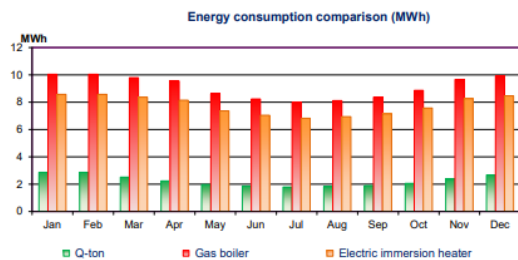
The units would be operated by an HMI controller within the plantroom and could be accessed remotely to provide 24 hours monitoring with a 24-hour 7-day call-out service from a local service provider. The user-friendly operating system can reduce energy wastage by analysing and monitoring the hot water provision and storage. Alteration and correct scheduling based on the data can save costs and Q-ton running times.

See the proposed schematic drawing of the system we are proposing:

### Q-ton stand alone solution



#### IV) Your annual energy consumption, running cost saving and CO<sub>2</sub> emission



### 6.4. Expenditure required

Purchase of the Site: Valuation is the site is worth a nominal figure

- Option for peppercorn valuation in current state
- Option for small valuation. With the COSC demolished back to concrete base and Janet Hamilton Centre in good structural condition

**Estimated total site works: £540k**

**Temporary units £90k initial phase- with additional £45k in year3**

Modular Classroom with toilet block. 18m by 9.5m, min 2.5m height. Entrance hall, with toilet block and large classroom with changing benches, chairs and tables, some fitness equipment including treadmills.



**DRAWING APPROVAL**

STAMP IF REQUIRED: ☐

SIGN: \_\_\_\_\_

PRINT: \_\_\_\_\_

COMPANY: \_\_\_\_\_

DATE: \_\_\_\_\_

ONCE THE LAYOUT & SPECIFICATION HAS BEEN AGREED COULD YOU PLEASE SIGN, DATE & PRINT THE DRAWING TO ALLOW MANUFACTURE TO TAKE PLACE

Note:

Overall Building height may alter slightly depending on the height of prepared Foundations and the fall of the land (If Applicable).

Any dimensions should be used in preference to scaling the drawings and should be checked by the contractor before that part of the work commences or materials are ordered.

Any alterations to be confirmed by the client and Local Authority or other supervising body.

Permission should be obtained from land owners if not freehold. If the work is subject to CDM Regulations the HSE should be notified.

Where the development is within close proximity of the boundary the Party Wall Act will apply and written intention should be given to the adjoining owners.

All electrical heating and plumbing requirements should be agreed with the client before work commences.

Building work must be inspected by an approved Building Inspector during the course of the work (If applicable).

All drawings including elevations are the property of Springfield Mobile (Lancs) Ltd and must not be reproduced without written prior consent.

REV	DESCRIPTION	DATE	BY

**Springfield** Manufacturers of Quality Portable Accommodation

Manufacturers of Quality Accommodation

Registered Office: -

UNIT 2  
12 ABBOTSFIELD ROAD  
SUTTON  
ST HELENS  
WA9 4RJ

TEL 01744 851958  
FAX 01744 811565

[www.spring-field.co.uk](http://www.spring-field.co.uk)

Modular units' secondary phase- Two teams changing facilities with showers

### Fence and Security- Initial phase £12k

- Improved fencing/ security

Security £10k including cameras, alarms

### Track Quote £350k

- 2-layer removal/ resurface/ drainage maintenance/ paint and point
- Improve surface, ground works not changed

### Lights £5k proposed

- Completed- LED lights/ installation- *Lights were actual £2300 further £500 required on purchase of site, with significant support and discounts from local community.*
- Re-wiring and groundworks, move from three phase design and modernise the wiring from the 70s.
- Link up to mains supply

Lights quote £12k, LED installation already complete.

### Renovation of Janet Hamilton Centre and connection of utilities £25k

Upgrade decoration in main hall

Move and test utility access points to JHC

### Revenue Expenditure required

- Property costs
- Council rates NDR's reduced 20% rate
- Maintenance

- Professional Services: Accounting
- Insurance
- Utilities: Water, Energy & heating- becoming energy self-sufficient in year3
- Employment
- Registrations & affiliation costs

From NLC paper Strategy & Policy paper Oct '23:

COSC & Janet Hamilton Centre: Annual Property costs £15,271, Transport & plant £523, Admin £716, PTOB's £512,

**Total annual from NLC paper £17,022**

## 7. Community Engagement

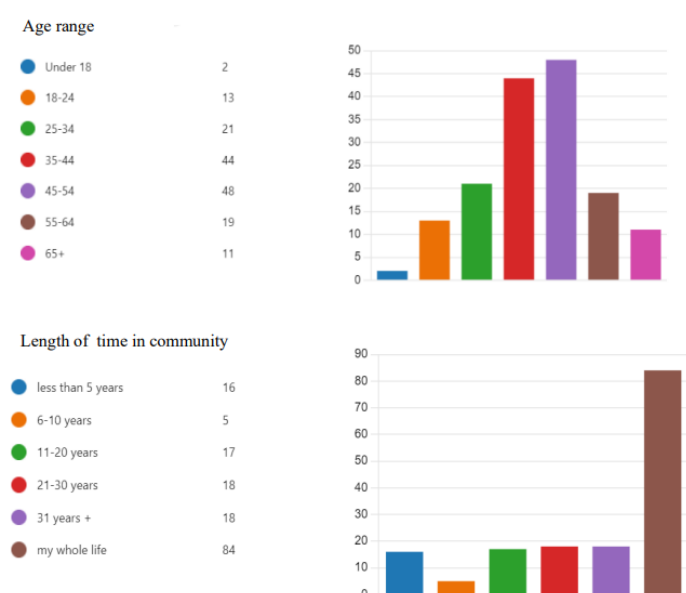
Airdrie & Coatbridge Harriers have done extensive community engagement working with all the groups that are interested in the site. We currently open the site ourselves for training and close after we finish. Between the coaches we will sweep up and manage all the superficial damage that occurs on a weekly basis. We are very welcoming to the various dog walkers; the local kids playing and have a good relationship with all who use the site while we are there.

Working with lots of potential customers of the site and gathering support from the local area of Langloan. We have been working with the Langloan Residents & Housing Association supporting their fun day, where we ran various fun races for the kids and actively helping with the clean-up day, clearing the site of rubbish and damage.

### 7.1. Local Community Engagement

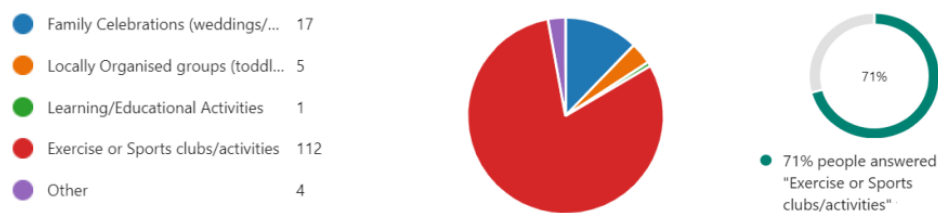
Community Ownership Survey Langloan: Shaping the Future of Our Local Facility. Summary Report Airdrie and Coatbridge Harriers and Langloan Tenants & Residents Association joined together in conducting this survey to gather insights on the potential community asset transfer (CAT) of the Janet Hamilton Centre, including running track and sports pitches, to Airdrie and Coatbridge Harriers Athletics Club. Feedback will play a crucial role in shaping the future of this facility within the community should the application for CAT be successful. Participation provided the opportunity to voice thoughts, concerns, and aspirations regarding the ownership and management of this valuable community asset and helped us better understand the needs and preferences of our community members, ensuring that any decisions made reflect the collective interests and priorities. Participation was voluntary and all responses confidential.

158 responses have been logged to date, basic demographic information was collected to show the range of respondents in terms of age and length of time as members of the community:



We asked Respondents if they had used the facility in the past, 139 answered yes. We then asked them what the purpose of that use was. The results show a range of uses that placed the facility firmly at the heart of the community:





‘Other’ answers included: “Celebrations, Tenant & Residents Meetings, Exercise, Voting.” Age range Length of time in community Airdrie and Coatbridge Harriers Athletics Club intend to bring the facility back to the heart of the community by welcoming all of these past activities and more, and by including local representatives on the management group of the facility. With this in mind, we asked respondents if they were in support of the potential transfer of this asset to Airdrie and Coatbridge Harriers Athletics Club.



We then asked what potential benefits the transfer of ownership to Airdrie and Coatbridge Harriers Athletics Club would bring to the area. 131 responses were provided, some examples of those are:

*“This would see the fabulous community resource being utilised by our community and others alike. It would no longer present as vacant and abandoned which has only attracted unwanted attention. This is a very welcomed move.”*

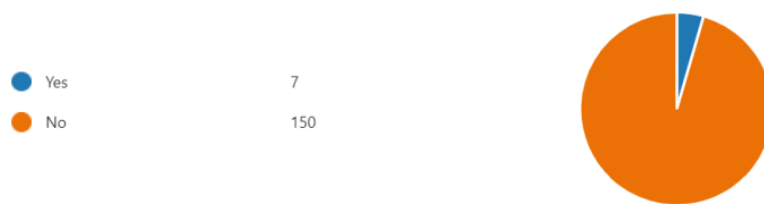
*“I like the idea of having a community centre that the residents can use”*

*“Ownership by Airdrie and Coatbridge Harriers would rejuvenate a centre which was once at the heart of the Monklands community used by everyone including neighbouring schools and youth organisations.”*

*“Unlike numerous facilities for football training, this facility is unique for athletes in this area. It would secure the future of athletics training for all age groups who are currently members of Airdrie and Coatbridge Harriers and encourage local children and adults to consider joining the Harriers. This would be beneficial to the health and well-being of the local community. If managed properly, the track could be improved and brought up to a standard which could encourage competitions to be staged at the track (as was the case in the past). This could raise the profile of the track and attract visiting athletes/families with a knock-on benefit to local shops/outlets.”*

We went on to ask if there were any concerns regarding the potential transfer of ownership to Airdrie and Coatbridge Harriers Athletics Club. 95% of Respondents answered no to this question, 5% answered yes and were then asked to provide more detail on what those concerns entailed. Three Respondents had concerns regarding other organisations being able to use the building as they had in the past, two others had more general concerns about the building itself. We are willing

to continue discussions with any and all centre users to see if we can reach an agreement on shared use of the facility for the benefit of all but in doing so, we have to consider multiple uses of any given space.



*“I’m concerned that Bannan fitness would no longer get to return to the Janet Hamilton centre, which is a base they have used for years. It was really well attended and helped so many disadvantaged children.”*

*“Consistent vandalism by local residents must be a concern to Airdrie and Coatbridge Harriers. Support will be required from local authorities and Langloan Tenants & Residents Association to ensure that it does not continue.”*

*“Not as much a concern about the ownership but I have a concern about the future of the centre as it is not currently being properly maintained and would be a huge loss to the community if it ever did close”.*

Above all else, responses to this survey show that community should be at the heart of any plans moving forward and we will continue to consult with you throughout this process and beyond and hope that we can come together to support and sustain the facility in the long term for the benefit of all.

## 7.2. Groups who want to use the site

- **Langloan Tenants & Resident Association:** The local residents are very keen to have the community centre back available to book for many of the activities that were previously present including play groups, citizen advice bureau, community classes, family events etc.
- **North Lanarkshire Muslim Womens Alliance-** Working closely with Muslim Women’s Alliance we believe the use of the community center would meet many of the group's objectives and allow a space for all the community. So, they could run the support groups, educational classes etc. Their hopes for a cafe would be a welcome addition to the community center.
- **Bannon fitness classes:** Over the last few year Bannan’s have had sole use of the community center. We would welcome them to continue to use the site and we have great synergies with their overall aims to build an active community. Many of our young athletes' parents were regular attendees of their fitness classes. The community fitness classes would be a great addition to the center’s activity.
- **Boys Brigade:** Discussion with the Boys Brigade have highlighted they are looking for a community center in the area and would welcome using the Janet Hamilton Center on multiple nights.

Pitch:

- **Drumpellier Waysiders Rugby:** Discussions with the rugby club initially about their governance structure and how they work closely with the cricket club, led to an opportunity. The rugby club need a training pitch as their own pitch gets waterlogged and is overused. The pitch at the track would be able to support their training needs allowing them to continue to grow their women's and young rugby teams.
- **Monklands Archery:** As a long-term user of the site, we would welcome their continued presence. Saturday afternoons would through the summer months would continue to be available to the archery club.
- **Police:** The police are moving their testing base to the Coatbridge office and as part of their fitness test they must complete a 5k in 25minutes. Unfortunately, there are a lot of the police who fail this test, which can lead to them not being able to work until they pass the test. We would provide the police with coaching and a place to conduct their tests. This will be income for the site but will also give the police a vested interest in the site to tackle the anti-social behavior experienced over the last few years.

### 7.3. Hope for Autism

Airdrie Harriers have run an autism athletics group since 2021 with the charity 'Hope for Autism'

### 7.4. Inclusive Athletics Fund

Airdrie Harriers have instigated and arranged with Scottish Athletics to provide funding to low-income families and refugee families support for entering athletics. The scheme allows families on benefits and refugees to access funding to pay for the club fees.

### 7.5. Active schools

Airdrie Harriers regularly go into primary schools for their sports days and activity weeks normally at the end of term time. This is something we are looking to grow further. Delivering these days using our young adult athletes with a coach, has been very beneficial and gives our young adult athletes a route into coaching.

### 7.6. Memory clinic

Support for dementia and Alzheimer's patients with enclosed space to exercise and get fresh air.

### 7.7. Equipment recycle scheme

Airdrie Harriers run a scheme where parents can hand in spikes and kit when kids grow to big, which allows new starts and low-income families to get a stronger start to their athletics journey.

## 8. Political and sporting environment

### 8.1. Scottish Athletics: Coatbridge Outdoor Sports Centre Accessibility and Social Impact Insight



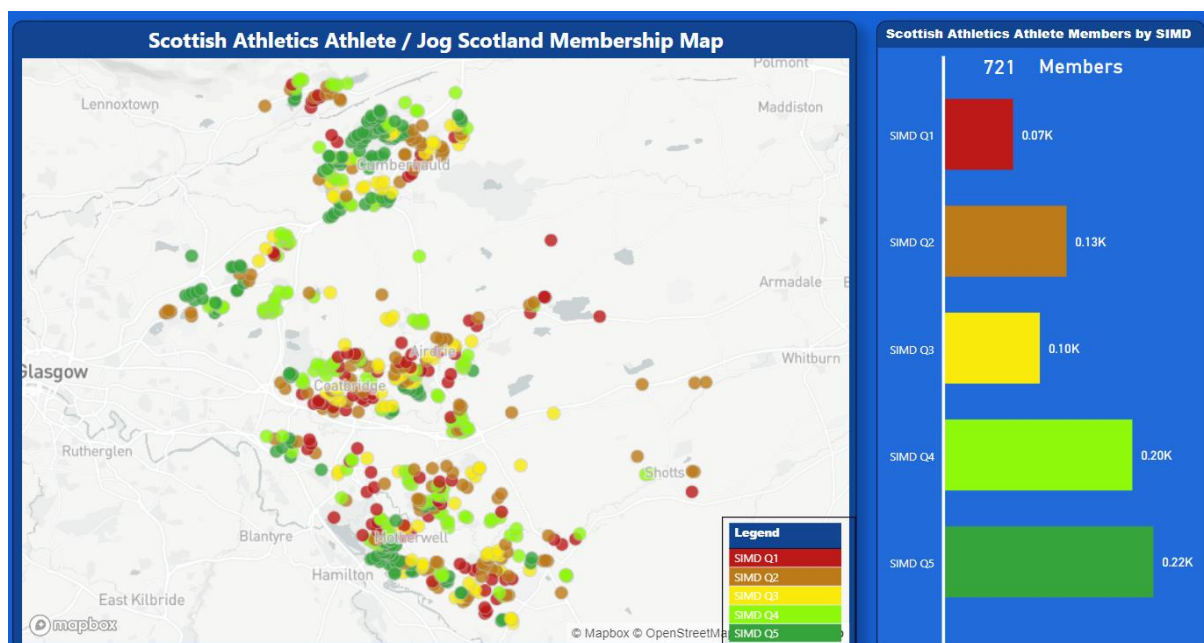
#### Introduction

This report uses data from the '**scottishathletics** Facilities & Club Insights' platform, which overlays our national facility infrastructure, our membership data, and key demographic information to generate maps, data and other insights that highlight the accessibility and social value of clubs and venues across Scotland.

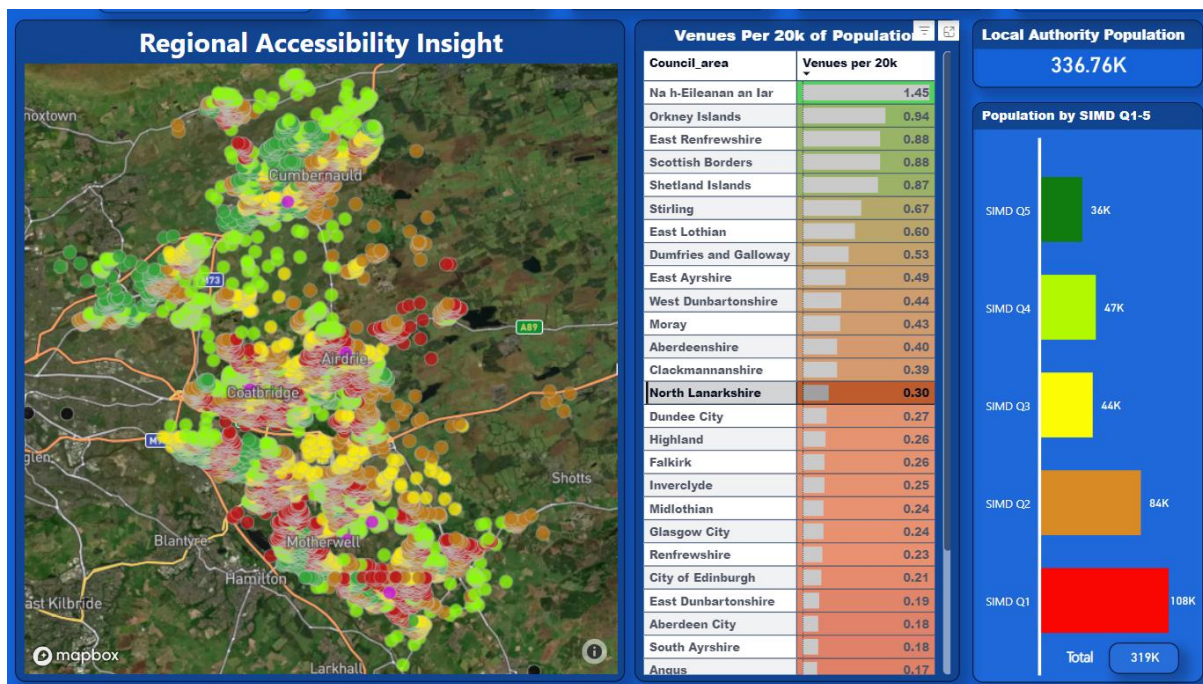
The insights generated by this platform were fundamental in the development of the [scottishathletics National Facilities Strategy](#). The National Facilities Strategy outlines the national, regional, and local facility priorities for athletics in Scotland from 2022 – 2027.

North Lanarkshire is one of eight priority Local Authority areas, with Coatbridge Outdoor Sports Centre specifically mentioned as requiring major refurbishment (see page 25).

#### Membership



North Lanarkshire is home to 721 (28%) **scottishathletics** members, 200 of which live in SIMD 1 or 2 data zones. This compares to 11% nationally. North Lanarkshire is a key to **scottishathletics** plans to be more inclusive, seeking more engagement from our most underrepresented groups.



### Regional Accessibility – North Lanarkshire

Currently, 319,000 people (95%) of a Local Authority population of 336,760 can access one of North Lanarkshire's athletics venues within a 20-minute drive. Of those 319,000 people, 192,000 (60%) live in a SIMD 1 or 2 data zone.

### Venue Accessibility – Coatbridge Outdoor Sports Centre

The following insight demonstrates the local accessibility of Coatbridge Outdoor Sports Centre.

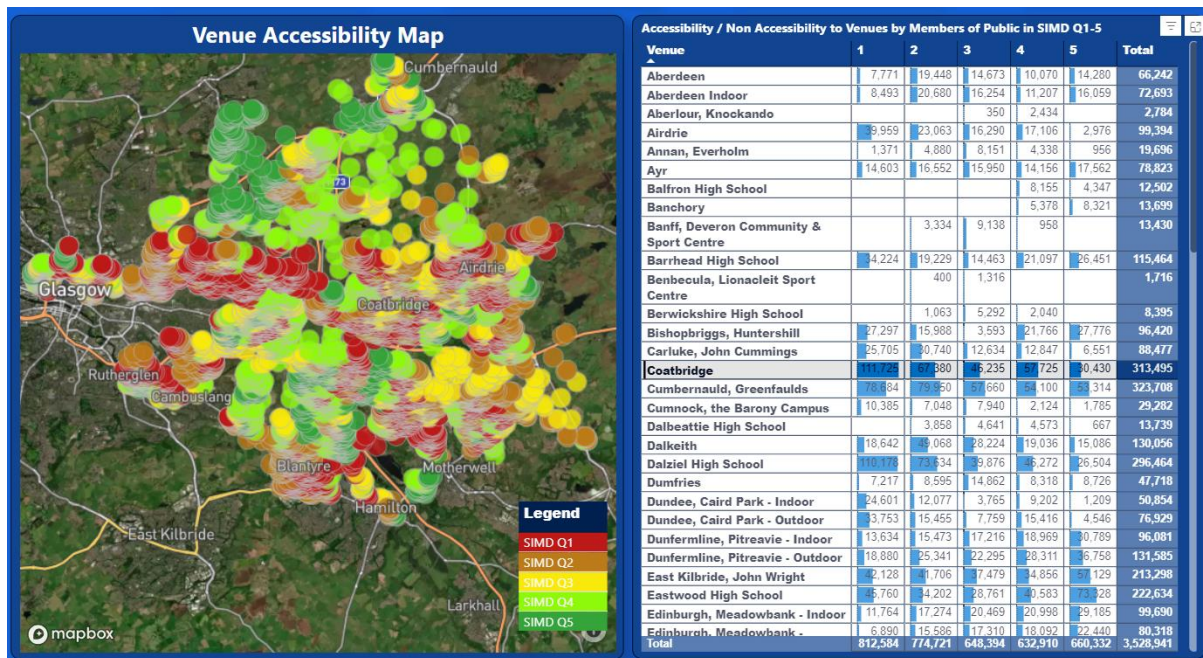
20 minutes is used as the consistent travel time to assess the local accessibility of a venue as this aligns with the Scottish Government ambition to have '20-minute neighbourhoods' across Scotland, where a local community can access high-quality services and facilities within 20 minutes of their home.

As North Lanarkshire has a significant number of SIMD 1 and 2 data zones across the Local Authority, it is important to look at other methods of transport outside of driving when analysing the accessibility of local venues.

### Driving

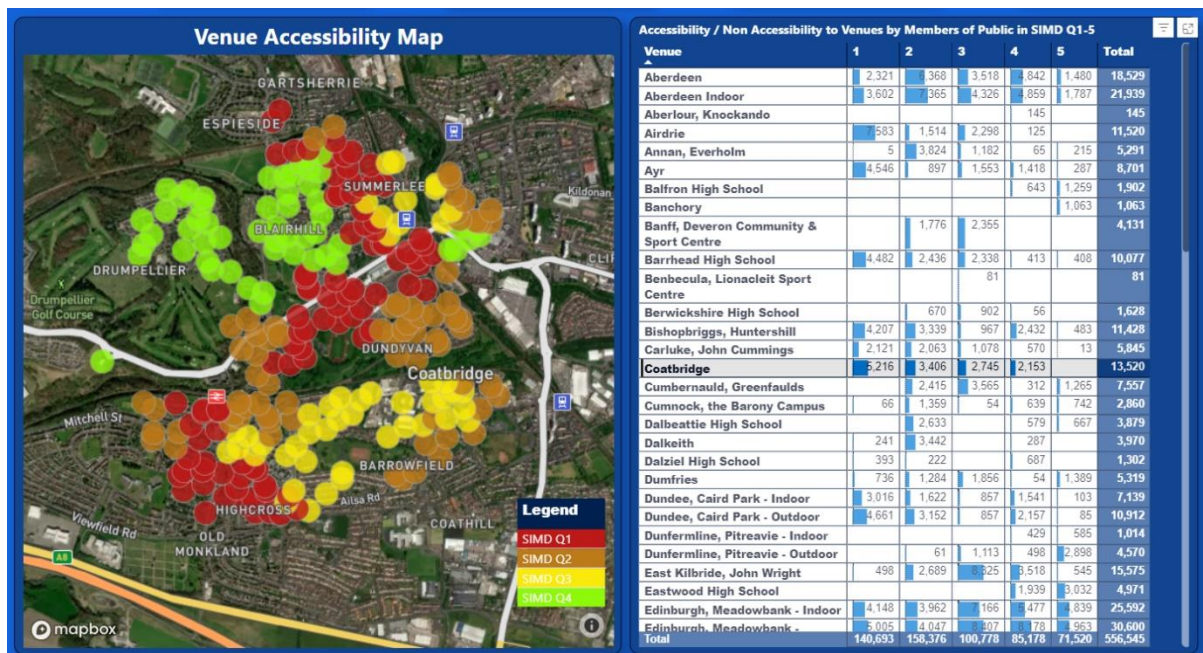
313,495 people can access the venue within a 20-minute drive. Of those 313,495 people, 57% (179,105) live within a SIMD 1 or 2 data zone.





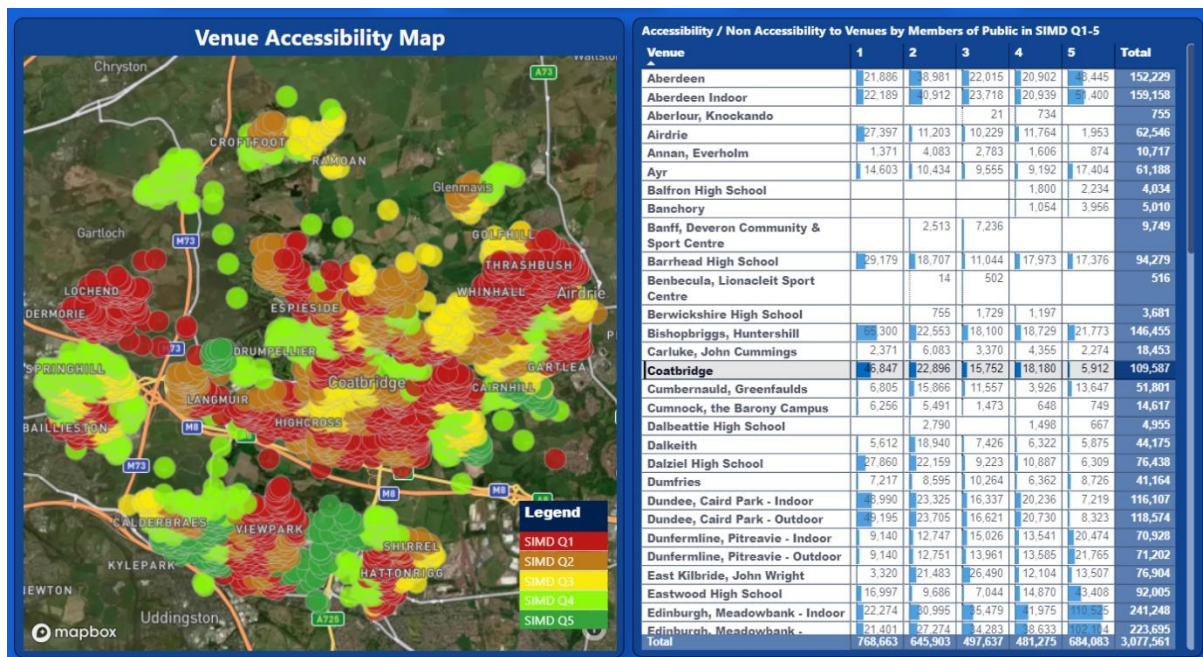
## Walking

13,520 people can access the venue within a 20-minute walk. Of those 13,520 people, 64% (8,622) live within a SIMD 1 or 2 data zone.



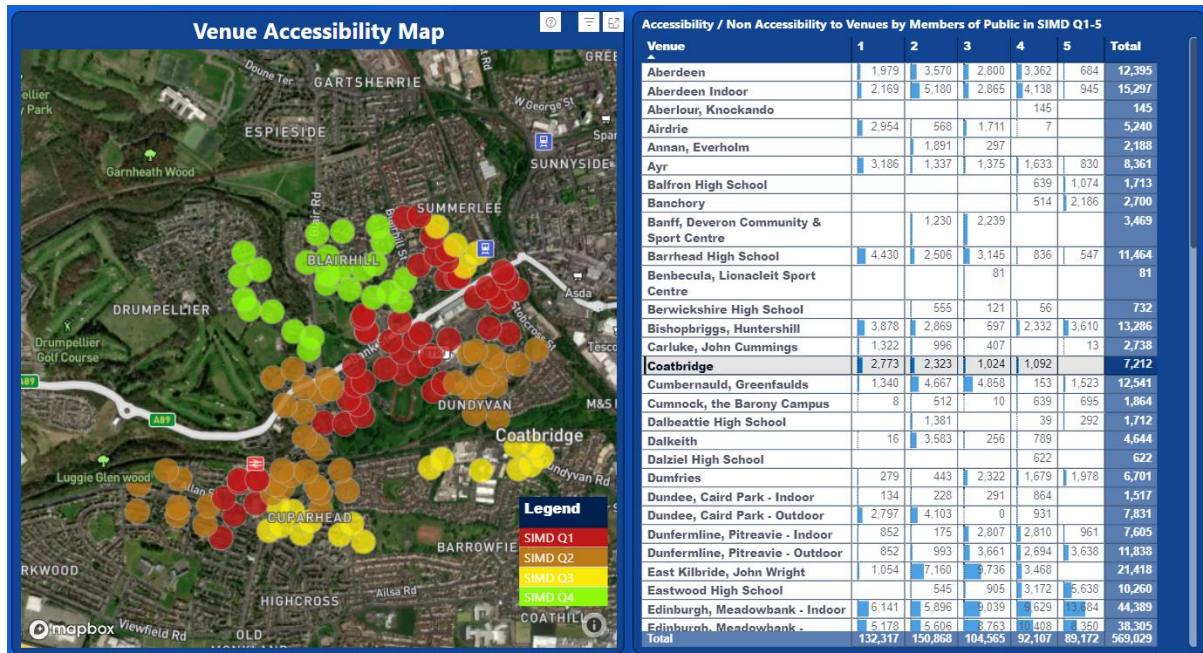


## Cycling



109,587 people can access the venue within a 20-minute cycle. Of those 109,587 people, 64% (69,743) live within a SIMD 1 or 2 data zone.

## Public Transport



7,212 people can access the venue within 20 minutes of public transport. Of those 7,212 people, 71% (5,096) live within a SIMD 1 or 2 data zone.

## Strategic Importance of Coatbridge Outdoor Sports Centre

scottishathletics has developed the following insight to show the strategic importance of 84 key athletics venues across Scotland. It assesses and ranks each of the 84 venues against 8 key factors that indicate the importance of venue nationally, regionally, and locally, these 8 key factors are:

- Accessible Population
- SIMD Q1 Accessibility
- Accessible Athlete Members
- SIMD Q1 Athlete Accessibility
- Accessible Disabled Population
- Accessible Ethnically & Culturally Diverse Population
- Accessible Intersectionality Population (SIMD Q1, Disability & Ethnicity Diversity combined)
- Major Event Accessibility

As well as combining these factors to assign an overall score of strategic importance, we can look at each of these factors in isolation. Below is some key insight that highlights the importance of Coatbridge Outdoor Sports Centre (COSC) both locally and nationally.

## Accessible Population

Scottish Athletics Venues - Strategic Value									
Track	Accessible Population	SIMD Q1 Accessibility	Accessible Athlete Members	SIMD Q1 Athlete Accessibility	Disability Population	Ethnic Minority Population	Intersectionality D1 Population	Major Event Accessibility	Strategic Importance Rank
Cumbernauld, Greenfaulds	323,708	8,684	527	28	72,726	9,475	26,727		7
Coatbridge	313,495	111,725	268	45	73,168	11,849	43,683		8
Dalziel High School	296,484	110,178	222	25	71,960	6,211	23,847		14
Motherwell, Ravenscraig	265,924	99,891	222	24	65,076	5,672	22,391		16
Linwood	222,866	62,764	313	32	54,928	8,551	47,622		11
Eastwood High School	222,634	45,760	472	19	48,758	25,873	48,725		12
East Kilbride, John Wright	213,298	42,128	911	29	48,102	5,892	18,612		13
Glasgow, Alix Jamieson (Hutch. Grammar School)	200,237	55,079	664	84	40,245	37,680	60,433		4
Grangemouth Indoor	194,125	30,774	372	3	43,959	3,493	8,008		28
Grangemouth	185,334	28,350	331	3	40,862	3,330	8,008	6826	3
St Peter the Apostle High School	180,583	51,917	311	24	44,784	6,143	32,801		15
Williamwood High School	175,227	22,649	571	4	36,465	10,327	18,599		21
Linwood - Indoor	162,658	46,537	236	20	40,679	4,853	31,612		19
Glasgow, Tollcross	148,419	61,590	425	89	40,745	7,191	48,007		10
Wishaw	147,215	46,776	124	16	34,273	2,895	10,729		29
Kilmarnock, AAA Indoor	132,587	37,502	375	44	31,743	1,685	5,029		25
Dunfermline, Pitreavie - Outdoor	131,585	18,880	341	16	29,154	2,596	5,566	4824	5
Dalkeith	130,056	18,642	120	4	30,378	3,333	11,308		37
Kilmarnock, AAA	127,669	36,181	365	43	30,438	1,637	4,588	4683	1
Livingston, Craigswood	126,159	20,860	234	12	26,891	3,742	7,000		31
Barrhead High School	115,464	34,224	245	31	26,249	7,073	26,562		20
University of Stirling	101,477	20,776	258	10	21,817	2,943	3,098		32
Edinburgh, Meadowbank - Indoor	99,690	11,764	385	16	19,832	8,777	14,839		27
Glasgow, Emirates	99,236	46,366	305	70	27,915	6,883	41,432		17
Meadowmill	98,689	10,052	238	6	22,717	2,229	5,008		39
Bishopbriggs, Huntershill	96,420	27,297	355	35	22,167	5,122	21,207		23
Dunfermline, Pitreavie - Indoor	96,081	13,634	293	16	21,165	2,164	4,577		35
Wallace High School	90,857	18,480	238	10	19,383	2,775	2,441		40
Carlisle, John Cummings	88,477	25,705	77	4	20,581	1,076	2,626		45
Edinburgh, Meadowbank - Outdoor	87,634	6,593	150	1	21,163	2,463	4,044		44

Looking at general accessibility, Coatbridge Outdoor Sports Centre ranks 2<sup>nd</sup> nationally, with 313,495 people able to access the venue within a 20-minute drive.



## SIMD Q1 & Disability Accessibility

Track	Accessible Population	SIMD Q1 Accessibility	Accessible Athlete Members	SIMD Q1 Athlete Accessibility	Disability Population	Ethnic Minority Population	Intersectionality D1 Population	Major Event Accessibility	Strategic Importance Rank
Coatbridge	313,495	111,725	268	45	73,168	11,849	43,683		8
Cumbernauld, Greenfaulds	323,708	78,684	527	28	72,726	9,475	26,727		7
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Dalkeith	130,056	18,642	120	4	30,378	3,333	11,308		37
Dunfermline, Pitreavie - Outdoor	131,585	18,880	341	16	29,154	2,596	5,566	4824	5
Glasgow, Emirates	99,236	46,366	305	70	27,915	6,883	41,432		17
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Barrhead High School	115,464	34,224	245	31	26,249	7,073	26,562		20
Meadowmill	98,689	10,052	238	6	22,717	2,229	5,008		39
Bishopbriggs, Huntershill	96,420	27,297	355	35	22,167	5,122	21,207		23
University of Stirling	101,477	20,776	258	10	21,817	2,943	3,098		32
Dunfermline, Pitreavie - Indoor	96,081	13,634	293	16	21,165	2,164	4,577		35
Pinkie Playing Fields	87,531	9,693	150	1	21,162	2,162	4,941		44
Glenrothes	83,062	19,768	63	9	21,006	1,722	9,755		42
Carlisle, John Cummings	88,477	25,705	77	4	20,581	1,076	2,626		45
Stirling	99,690	11,761	385	15	19,833	8,777	14,930		37

Track	Accessible Population	SIMD Q1 Accessibility	Accessible Athlete Members	SIMD Q1 Athlete Accessibility	Disability Population	Ethnic Minority Population	Intersectionality D1 Population	Major Event Accessibility	Strategic Importance Rank
Coatbridge	313,495	111,725	268	45	73,168	11,849	43,683		8
Dalziel High School	296,464	110,178	222	25	71,960	6,211	23,847		14
Motherwell, Ravenscraig	265,924	99,691	222	24	65,076	5,672	22,391		16
Cumbernauld, Greenfaulds	323,708	78,684	527	28	72,726	9,475	26,727		7
Linwood	222,866	62,764	313	32	54,928	8,551	47,622		11
Glasgow, Tollcross	148,419	61,590	425	89	40,745	7,191	48,007		10
Glasgow, Alix Jamieson (Hutch. Grammar School)	208,237	55,079	664	84	48,245	37,680	60,433		4
St Peter the Apostle High School	180,583	51,917	311	24	44,784	6,143	32,801		15
Wishaw	147,215	46,776	124	16	34,273	2,895	10,729		29
Linwood - Indoor	162,658	46,537	236	20	40,679	4,853	31,612		19
Glasgow, Emirates	99,236	46,366	305	70	27,915	6,883	41,432		17
Eastwood High School	222,634	45,760	472	19	48,758	25,873	48,725		12
East Kilbride, John Wright	213,298	42,128	911	29	48,102	5,892	18,612		13
Kilmarnock, AAA Indoor	132,587	37,502	375	44	31,743	1,685	5,029		25
Glasgow, Crownpoint	70,942	36,346	265	75	18,698	7,019	35,227		22
Kilmarnock, AAA	127,669	36,181	365	43	30,438	1,637	4,588	4683	1
Barrhead High School	115,464	34,224	245	31	26,249	7,073	26,562		20
Dundee, Caird Park - Outdoor	76,929	33,753	202	28	19,390	3,943	19,412	736	6
Grangemouth Indoor	194,125	30,774	372	3	43,959	3,493	8,008		28
Saltcoats, St Matthews Acad	59,744	28,505	129	16	14,244	582	1,538		43
Grangemouth	185,334	28,350	331	3	40,862	3,330	8,008	6826	3
Bishopbriggs, Huntershill	96,420	27,297	355	35	22,167	5,122	21,207		23
Greenock, Ravenscraig	64,834	25,977	271	32	18,874	883	5,192		34
Carlisle, John Cummings	88,477	25,705	77	4	20,581	1,076	2,626		45
Dundee, Caird Park - Indoor	50,854	24,601	253	28	12,412	2,594	12,535		36
Williamwood High School	175,227	22,649	571	4	36,465	10,327	18,599		21
Glasgow, Scotstoun - Indoor	54,019	21,152	529	56	14,390	5,439	22,063		26
Livingston, Craigswood	126,159	20,860	234	12	26,891	3,742	7,000		31
University of Stirling	101,477	20,776	258	10	21,817	2,943	3,098		32
Stirling	99,690	11,761	385	15	19,833	8,777	14,930		37

Coatbridge Outdoor Sports Centre ranks 1<sup>st</sup> nationally in accessibility for people who live in a SIMD Q1 data zone and/or are living with a disability.

### Summary

Coatbridge Outdoor Sports Centre is an important venue to retain and improve for the development of athletics in Scotland.

North Lanarkshire, and particularly Coatbridge Outdoor Sports Centre, will be key for **scottishathletics** to challenge its 3 main areas of underrepresentation, which are:

- People who live in poverty and low income.
- People living with a disability.
- Ethnically and culturally diverse communities.

**scottishathletics'** newly deployed National Community Impact team are prepared to work with Airdrie Harriers immediately to focus on Coatbridge Outdoor Sports Centre and its surrounding communities.

Not only would this approach lead to inclusive participation in sport and physical activity, but it would significantly improve the mental, physical, and social health and wellbeing of the surrounding communities.

Furthermore, the closure of this venue leaves Airdrie Harriers with no other option than to fold as a club. Despite it appearing that North Lanarkshire is well-served with athletics venues, the reality is that there are no other suitable venues for the club to relocate to.

Retaining this venue would protect the legacy of a sports club that has served North Lanarkshire for 91 years, whilst also respecting and supporting the recent investments in the innovative athletics facilities that have developed across North Lanarkshire.



Head of Development

**scottishathletics**

## 8.2. Political review

The Plan for North Lanarkshire:

<https://www.northlanarkshire.gov.uk/sites/default/files/2020-10/The%20Plan%20for%20NLC%20v.3%20accessible.pdf>

five complementary priorities:

### **1. Improve economic opportunities and outcomes.**

This proposal will bring one new full time working wage paid role into the local area. There will also be numerous volunteer opportunities to help expand skills and confidence. Working with the Citizen Advice Bureau we are looking to bring into the community centre work classes and support into the local area to build up the people of the local area. The club is aiming to develop the facility over the next 10 years and will look to maximise use of local businesses and suppliers to support the Councils Community Wealth Building agenda. This will ensure the economic benefits of any investment in the site is distributed at a local level.

### **2. Support all children and young people to realise their full potential**

This is a core benefit of the athletics club, our main aim is not getting athletes to an Olympic standard, although we have a few members who have reached that standard. The common outcome of our club is to support children and young people as they grow. We provide a highly positive environment where they learn the skills of striving to be better tomorrow, than what you were today. The percentage of former athletes who go on to have very successful careers is much higher than you would expect from the area we are in. Many former athletes attribute the skills and

environment of dedication the club provides as one of the key factors in their development. The CAT will allow the club to grow further with the plan to increase from our 130 current athletes to 200 athletes over the next few years.

### **3. Improve the health and wellbeing of our communities.**

Our athlete group is often split into two distinct groups, athletes who compete and athletes that attend for the health and wellbeing benefits. Both are equally important to the club. Offering multiple opportunities every week to train at the low-cost set fee of £18 per month works very well for our community. The atmosphere around the club is incredibly positive, with focus from all our volunteer coaches on providing the positive environment for all athletes, all decisions are made with the health and wellbeing of the individual athlete first and foremost. Expanding use of the facility with our community partners will provide more opportunities for the community to participate in health and well-being activities at all levels. There are also demographic quirks to our club that mean we have high percentage of females in the 9 to 18 age range and a higher percentage of low socio-demographic levels, which are two groups that are very difficult to engage in healthy activity.

### **4. Enhance participation, capacity and empowerment across our communities.**

Airdrie Harriers currently have a group of around 25 to 30 volunteer positions that ensure the smooth running of the club, the asset transfer will allow us to grow this base of volunteers and the corresponding athletes. These positions include committee roles, office bearing roles, coaching roles and parent helpers. This provides lots of opportunities for a wide range of people within the community to build their own confidence and skills. The current volunteer group goes from age 17 up to 74 and is close to an even split between men and women. There are many examples within our club that have seen people start as parent helpers and then flourish onto careers in the athletics community lasting decades. Also, we regularly see people enhancing their work career and cv's through volunteering with the club. Many of our younger athletes first volunteer with the club as they go through their Duke of Edinburgh awards, and it provides them a start as they build their cv's. This proposal will bring back an area that was once a strong source of pride for Coatbridge and in particular for Langloan. This sense of pride has been damaged with the current dilapidated state of the site. We are looking to bring the site back to its former glory and with it create a renewed source of pride because the community have been able to achieve this by coming together.

### **5. Improve North Lanarkshire's resource base.**

This proposal will make a significant contribution to North Lanarkshire's asset base. The Council has experienced huge budget challenges over the last decade which has meant there has been no investment in the facility. This has limited its use as a community asset and has had a serious negative impact on the club's development over recent years. The current condition is exceptionally poor bordering on unsafe, and the Council have earmarked it for closure. The club's proposal will reverse the years of decline and return the facility to the heart of the community with targeted external funding opportunities to develop the site into a true community asset.

Even in its current condition the track has been deemed the 8th most important track in Scotland due particularly due the socio-demographic profile and high accessibility of the site. Scottish Athletics are really keen to keep the site as an athletics venue and build it back up to previous standards to allow events as well as training facilities. Coatbridge Outdoor Sports Centre is an important venue to retain and improve for the development of athletics in Scotland. North

Lanarkshire, and particularly Coatbridge Outdoor Sports Centre, will be key for Scottish Athletics to challenge its three main areas of underrepresentation, which are:

- People who live in poverty and low income.
- People living with a disability.
- Ethnically and culturally diverse communities.

This proposal is looking to introduce an innovative community energy microgeneration, which could have very big opportunity to be replicated around North Lanarkshire. Using the site to build Air Pumps which can heat the homes of the local flats and to build solar panel units to make both site self-sufficient for energy needs but also allow the local community to generate their own energy, would be quite a unique situation that hopefully be replicated. The proposal will also bring back the community centre as a shared resource within local community hands, for the local community to utilise how they want, building connections with CAB, play groups, education classes and support groups.

Other key strategies that the proposal will help achieve include:

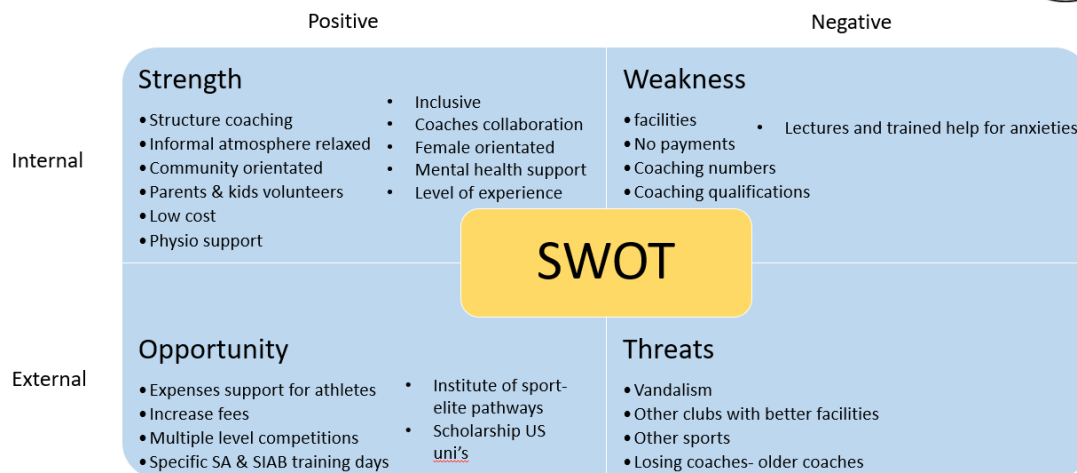
- *Scottish Government active Outcomes*
- *Sport Scotland*
- *North Lanarkshire Active communities*
- *Scottish Athletics- Facilities Strategy*
- *Local Demographic figures*
- *Sport participation teenage girls, low-income families*

## 9. Plan for Growth

### 9.1. 5-year planning:

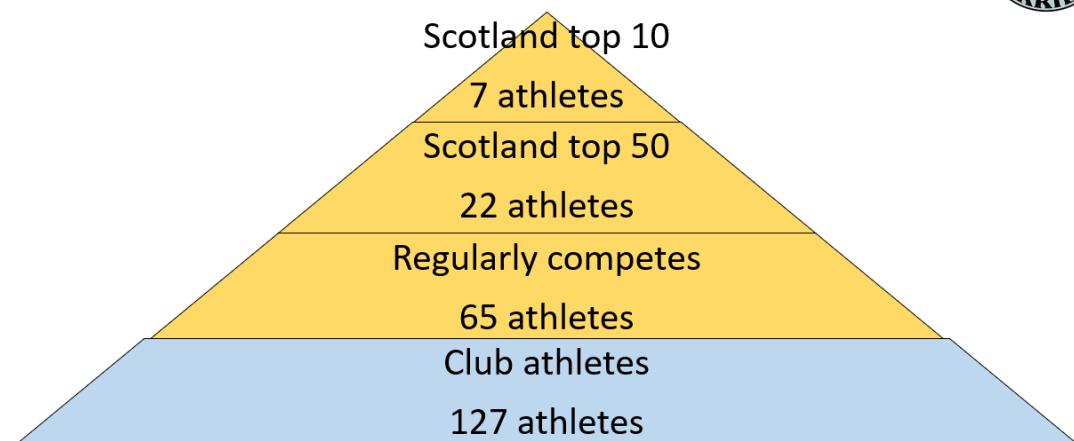
#### 9.1.1. SWOT analysis

### SWOT analysis



#### 9.1.2. Planning for Competitive Athletic

### Customer Group- Competitive Athletics



### 9.2. Airdrie Harriers- Objectives, Strategies and Plans for 2025-2030

Airdrie Harriers OGSP 2025-30													
<b>Objective:</b> Build strong community of active users using the Coatbridge Outdoor Sport centre as a base for athletics, health and wellbeing.		<b>Airdrie Harriers:</b>  Growing an active healthy community in Langloan for all of Coatbridge & Airdrie residents											
<b>Goals:</b>		<b>Strategies</b>	<b>Plans for 2024-29</b>										
<table><tr><td>Increase number of athletes competing</td><td>FY</td><td>athletes</td></tr><tr><td>2024: 65 athletes</td><td>2025</td><td>80</td></tr></table>		Increase number of athletes competing	FY	athletes	2024: 65 athletes	2025	80	<b>(1) Super charge competition growth...</b> <i>creating event specific training plans for correct age</i>	<table><tr><td>(1.1) Increase training nights available and improve regular attendance</td></tr><tr><td>(1.2) Improve longer term planning and goal targeting with macrocycle plans over multiple year</td></tr><tr><td>(1.3) Expand culture of celebrating success with use of development markers</td></tr><tr><td>(1.4) Deliver clear roadmap to match 'best-in-class'</td></tr></table>	(1.1) Increase training nights available and improve regular attendance	(1.2) Improve longer term planning and goal targeting with macrocycle plans over multiple year	(1.3) Expand culture of celebrating success with use of development markers	(1.4) Deliver clear roadmap to match 'best-in-class'
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		<b>(4) Maximise market relationships...</b> <i>collaboration with other clubs, groups and customers</i>	<table><tr><td>(4.1) expand culture of shared education with other clubs</td></tr><tr><td>(4.2) Add local chapions onto the board to drive community engagement within Community Centre</td></tr><tr><td>(4.3) Collaborate with other coatbridge sporting clubs to build regular customer groups for site</td></tr></table>	(4.1) expand culture of shared education with other clubs	(4.2) Add local chapions onto the board to drive community engagement within Community Centre	(4.3) Collaborate with other coatbridge sporting clubs to build regular customer groups for site							
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### 9.3. Risk Register

Key Risk	Likelihood	Impact	Score	Impact cat	Mitigation
Do not reach funding target £400k	3	3	9	Yellow	reduced capital expenditure, spread renovations over longer period
Janet Hamilton Centre is not structural sound	3	4	12	Yellow	Additional scenario plan in place changing the scope of the community centre
Vandalism from anti-social behaviour	3	2	6	Yellow	additional security and janitor hired
Lower customers for community centre	2	2	4	Green	keep in mind and increase marketing and community outreach
Club can not increase their athlete numbers to 200	2	2	4	Green	Observe but a reduced athlete count would be manageable
Volunteer volume is not sufficient for growth	1	2	3	Green	Utilising older athletes to help with younger kids would be an option

Impact	4	8	12	16
	3	6	9	12
	2	4	6	8
	1	2	3	4
Likelihood				

## 10. Funding Summary

Airdrie Harriers have created a Funding Sub-group lead by Morven Glennie, to explore and engage with funding opportunities.

The club are keen to organise fundraisers and events to help fund the project however, given that the projected cost is approximately £400,000 to complete there have been several grants and charities which have been explored. By achieving our target through fundraising and grants this will allow Airdrie Harriers to directly contribute to transforming lives and communities, fostering long-term positive change in the local Langloan area to make a lasting difference.

Through the charity 'Sported' we have been receiving advice on high value grants that would be suited to the needs of the club and community and help us reach our target. Below is a summary table of some of the funds and grants we have investigated.

Name of fund	Amount available	Info	Closing
Scottish Land Fund	£5000 - £1,000,000	Supporting urban and rural communities to become more resilient and sustainable through the ownership and management of land and land assets.	Ongoing
Community Ownership Fund	£250,000 plus 20% match funding	Help to buy and improve community assets.	Summer
Sports facilities fund- (Sport Scotland Lottery funding)	up to 50% of eligible projects up to £200,000. Potential for 75% up to £250,000 as decile 1 area.	Investing in new and improved sustainable sports facilities	Depends on when funding windows open. Based on grants.
Peter Harrison Foundation Opportunities Through Sport Grant	2 Funding levels: Major - £5,001 to £30,000 and Minor - up to £5,000	The grants can be used for a variety of purposes, such as funding new sports programmes, improving existing sports facilities, or providing training and support for sports coaches.	
Environmental Key Fund	£1000 to £50,000	Improve public amenities for leisure, remediate contaminated land, improve energy efficiency	Regular closing dates through the year
FCC Scottish Action Fund	£2000 to £40,000	Available for Land reclamation, public amenities and parks, Biodiversity	Closes 4th Dec 2024
Awards for All- Lottery funding	£300- £10,000	Engage young people in deprived areas, particularly girls and young women	Ongoing

The Weir Charitable Trust	£3,500	Supports small charities/community groups.	August
NLC community grant	Varies	Small amount of funding within a short timescale to promote projects/activities which bring community benefit.	Depends on when funding windows open. Based on grants.
Greene King IPA	up to £4,000	Supports grassroots sports clubs within their local community (closest Greene King pub - Barbridge in Bargeddie)	Ongoing
Scotmid community grant	up to £500	Club must be of benefit to the community served by a Scotmid store	Ongoing
Tesco Stronger Starts	up to £1,500	Applications are open to all local good causes.	3 causes picked every 3mths
Aldi Scottish Sport Fund	up to £2,500	Grants to help support local sports team development.	14th April
Athletics Trust Scotland	Varies	Promoting athletics, increasing accessibility and improving the health and wellbeing of people in Scotland.	Various windows depending on funds available
Big Give	Varies	Match funding campaign.	Christmas
P&G/Superdrug	Varies	Support grassroots sports by money raised from buying selected P&G products in Superdrug stores.	Ongoing
Foyle Foundation	Main Grant Scheme – £75k. Small Grant Scheme – between £1,000 and £10,000	Aims to support charities working at grassroots or community level.	Ongoing
Legal and General	Up to £75,000	Projects that improve social detriments of health.	Ongoing
Healthy Hearts	Up to £15,000	community projects working with adults, that focus on promoting healthy hearts and reducing the risk factors associated with heart disease.	Ongoing
Nature for health	£20,000-£40,000	Promote health and well-being through nature-based activities	Ongoing
Cash4clubs	Up to £5,000	Grassroots clubs – can be used to improve facilities, kit, equipment etc.	Awaiting announcement of 24/25 dates



### **NLC community grant**

Small amount of funding within a short timescale to promote projects/activities which bring community benefit.

Can be used for:

- Equipment
- Accommodation/let charges
- Social events
- Running costs
- Trips/outings
- Programme costs
- Improvements/building repairs
- Covid recovery

### **Greene King IPA - Proud to pitch in**

Supports sport focussed projects that positively impacts their club/local community & would tangibly benefit from funding.

Previous supported:

- Renovations of a clubs' facilities
- Coaching qualifications
- Coaching costs of running programmes
- New equipment/kit

### **Scotmid - Community grant**

Must be benefiting a community served by a Scotmid store (Blairgrove). Maximum funding available is £500.

### **Scottish land fund**

Initial discussions with the Scottish Land Fund highlighted we would not be directly eligible as a purely sports club however with the development of the community centre and expansion of the club's scope will allow us to be eligible. The **Scottish Land Fund** is funded by the Scottish Government and delivered in partnership with the National Lottery Community Fund and Highlands and Islands Enterprise. It offers grants of up to £1 million to help communities take ownership of the land and buildings that matter to them, as well as practical support to develop projects:

<https://www.gov.scot/policies/land-reform/scottish-land-fund/>

### **Big Give matching campaign**

Big Give deliver fundraising campaigns where any success in raising money will be doubled. The Christmas Challenge is the UK's biggest match-funding campaign which gives participants the chance to double their donations.

### **Sported – P&G/Superdrug rising stars campaign**

Superdrug stores encourage shoppers to visit local stores and purchase specially selected P&G products as part of its newly launched Rising Stars campaign. The campaign strives to support grassroots sports organisations at a time when many are feeling the pinch. As part of the campaign a series of grants will be awarded to groups across the UK helping to fund equipment, venues, transport and more.

### **Tesco Community Grant**

Yearly community grants open up to local charities and community organisations including sports clubs. Tesco also select three local worthwhile community causes every three months for the 'blue token' customer vote campaign. Sports grants of up to £1,500 are available.

### **Cash4Clubs**

Since 2008, Cash4Clubs has given over £800,000 to community sports projects. The organisation has a passion for supporting local clubs and recognised the power that sports can have in communities.

The grant is funded by *Flutter Entertainment* and is available to grassroots sports clubs. Funding can be used to improve facilities, purchase equipment, gain coaching qualifications and invest in the club. Grants are awarded up to a maximum of £5,000. (Awaiting announcement of 2024/25 dates).

### **Foyle Foundation**

Aims to support charities working at grassroots and community level. Grants can be awarded across a wide range of activities and in any field. Specifically, the fund supports local charities that deliver services to the young, vulnerable, elderly, disadvantaged or the general community.

Main Grant Scheme – Can be used for building projects up to £75k.

Small Grant Scheme – between £1,000 and £10,000 to cover core costs, essential equipment, to enable ongoing service provision or delivery of services.

### **Aldi Scottish Sport Fund**

Grants of up to £2,500 are available to organisations including sports clubs in Glasgow and the West to run sporting activities for the benefit of people in the local community. Funding packages available per area: 1 x £2500, 2 x £1000 and 5 x £500.

### **Peter Harrison Foundation**

Two grant programmes – Opportunities through sport and positive futures for children and young people. Both programmes have two different types of grants; small grants (up to £5000) and major grants (£5001 to £30,000).

Opportunities through sport aims to create access to opportunities for sport and physical activity at a grassroots level that enable people across the UK who are physically, mentally, socially or economically disadvantaged to develop personal and life skills to fulfil their potential.

Positive futures for children and young people enhance the life of children and young people.

### **Legal & General health equity fund**

Legal and General are launching a £3 million fund offering grants up to £75,000 to place based projects that address the social determinants of health.

### **Healthy Hearts Grants**

Funding up to £15,000 is available for community projects working with adults, that focus on promoting healthy hearts and reducing the risk factors associated with heart disease. Projects must focus mainly on one or more of the following: healthy eating, physical activity, smoking and/or alcohol consumption.

### **Nature for Health Grants**

The People's Health Trust has launched a new Nature for Health grants programme aimed at supporting local community initiatives that promote health and wellbeing through nature-based activities. Eligible organisations can apply for grants of £20,000 to £40,000 for activities lasting 2 years. Applicants are asked to secure match funding of at least 25% of the grant value.

### ***From Club Development Consultancy- Grant Funding:***

Social Investment Scotland: <https://www.socialinvestmentscotland.com/>. Beyond grant funding for a feasibility study, they can also support with social investment opportunities.<sup>12</sup>

The **Community Ownership Fund** has recently opened. Capital grants of up to £250,000 to meet up to 50 per cent of the capital costs of acquiring an at risk community asset (in exceptional cases up to £1 million where sports clubs/facilities are concerned). Although the Coop tend to only fund Community Benefit Societies, Co-operative and community benefit societies, community interests companies, charities and companies limited by guarantee are all eligible: [https://www.uk.coop/start-new-co-op/support/community-shares/apply-ps150m-community-ownership-fund?CID\\_af1289be46c89c451720800608c564d5=](https://www.uk.coop/start-new-co-op/support/community-shares/apply-ps150m-community-ownership-fund?CID_af1289be46c89c451720800608c564d5=)

The SportScotland '**Sport Facilities Fund**' (SFF) supports capital projects that create or improve places where people take part in sport and physical activity: <https://sportscotland.org.uk/funding/sport-facilities-fund/>

The **National Lottery Community Fund - National Lottery Awards for All Scotland** is a partnership between the National Lottery Community Fund Scotland, sportscotland and Creative Scotland. For projects focused on sport, they will prioritise those that: engage young people from our most deprived areas; engage girls and young women; engage disabled young people: <https://www.tnlcommunityfund.org.uk/funding/programmes/national-lottery-awards-for-all-scotland>

The **Weir Charitable Trust** aims to support Scottish-based community groups and small charities to provide services across Scotland to help the Scottish community. These groups and charities are likely to have found it difficult to access funds elsewhere. It funds supports services/projects in the following qualifying categories:

- **Sport:** encouraging and increasing public participation in sport (activities which involve physical skill and exertion)
- **Recreational facilities:** the provision or organisation of recreational facilities (buildings, pitches or similar) with the aim of improving the conditions of life for the people for whom the facilities are primarily intended. This is only in relation to facilities which are primarily intended for people who need them due to age, ill-health, disability, financial hardship or other disadvantage: <http://www.weircharitabletrust.com/>

*In July 2021, the UK Government announced that people in Scotland would be given the chance to become owners of at-risk local pubs, theatres, post offices, sports grounds and corner shops thanks to the UK Government's new £150 million **Community Ownership Fund**:*

*<https://www.gov.uk/government/collections/new-levelling-up-and-community-investments#the-community-ownership-fund>*