

## PROPOSAL FORM

#GlasgowCommunities

PEOPLE  
MAKE  
GLASGOW  
COMMUNITIES

<b>Name of building / venue / facility</b>		
<b>Greenfield Football Centre</b>		
<b>Name of your organisation</b>		
Shettleston Community Sports Trust		
<b>Please provide details of the legal status of your organisation</b>		
Charity <i>(please provide Charity No if applicable)</i>		<input type="checkbox"/>
Scottish Charitable Incorporated Organisation (SCIO)		<input checked="" type="checkbox"/>
Company Ltd by Guarantee	<input type="checkbox"/>	
Community Club/ Sports Club	<input type="checkbox"/>	
Other <i>(please specify)</i>		
<b>Do you have a formal constitution/ governance documents?</b> <i>(please provide a copy)</i>	<b>YES</b> <input checked="" type="checkbox"/> <b>NO</b> <input type="checkbox"/>	
<b>Copy attached</b>		
<b>Tell us about your proposal for the building/ venue/ facility and how you see this operating. Provide some detail as to why your organisation is well placed to deliver the benefits that will flow from the proposal.</b>		
<p>The main objectives of The Shettleston Community Sports Trust are:</p> <ul style="list-style-type: none"> <li>• The advancement of health through the identification and provision of activity sessions and information</li> <li>• The advancement of public participation in sport through structured sessions and events facilitated by qualified coaches.</li> </ul> <p>The provision of recreational facilities, or the organisation of recreational activities with the object of improving the conditions of life for the persons for whom the facilities or activities are primarily intended, through the management of a local centre of excellence.</p>		

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The main activities of our organisation are the delivery of football focused activities for local people. Football focused activities include football training and coaching sessions, football skills practice sessions and organised competitive football matches. We also deliver a diverse range of community focused activities which are designed to support local people to improve their inclusion, physical and mental health, educational attainment and skills for employment.

The facilities will be used to support local football clubs and local sports clubs and local individuals and families to participate in sports focused activities and competitive team sports within a high quality, safe and welcoming environment. These activities will be delivered within the confines of the Greenfield Football Centre which currently include one floodlit 3G football pitch, 4 full size natural grass pitches and two seven-a-side grass pitches together with a pavilion which includes 14 changing rooms and toilet and showering facilities. The proposed new football stadium will include an additional 3G floodlit football pitch together with hospitality suites, a multi-purpose studio, and fully equipped learning suites. This will provide modern and fully equipped facilities for the delivery of a diverse range of community focused learning, health and support activities and initiatives to local people, in line with our commitment to inclusion and community connections. It is envisaged that the majority of community focused learning, health and support activities and initiatives will be delivered by existing community projects and community groups through partnership working agreements with the Shettleston Community Sports Trust.

The Shettleston Community Sports Trust will assume full responsibility for the management and maintenance of the facilities at the Greenfield Football Centre, inclusive of the proposed new football stadium, on a day-to-day basis. This includes programming, collecting income and staffing and maintaining the pitches, health and fitness facilities, community learning and recreational areas and multi-functional areas.

The Trust is overseen by a board of trustees which currently comprises 5 trustees with a mix of skills and experience to ensure good governance of the charity and sound management of The Greenfield Football Centre. Our current trustees, collectively possess professional skillsets in areas such as company management, facilities management, funding and bid writing, marketing, sports development, accountancy, and finance. We are currently involved in dialogue with local elected members and various organisations with a view to attracting additional trustees with additional professional skillsets.

In operating, managing, maintaining and developing the facilities and services at Greenfield Football Centre the Shettleston Community Sports Trust will employ the following staff members

- Trust Development Manager:
- Football Academy Development Manager
- Community Projects Co-ordinator
- Clerical/Administration officer
- Facilities Manager & Facilities Caretaker

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- Volunteer Football Coaches x 6

The Trust Development Manager will have the responsibility to manage and continuously develop the Trust ensuring that appropriate policies, practices, and procedures are implemented across all areas of the charity that are compliant with specific charity regulations and directives.

The Trust Development Manager will adopt a lead role in the continuous development of facilities at Greenfield Football Centre and in raising finance required to progress all planned developments. The Trust Development Manager will support the Board of Trustees in implementing policies and procedures for the operation of all facilities at the Greenfield Football Centre inclusive of arrangements for staffing, monitoring, reporting, administration, financial management and health and safety.

The Football Academy Development Manager will have the responsibility to continuously develop and grow the Shettleston Community Sport Trust's Football Academy and will assume line management responsibilities for part time football coaches and volunteer football coaches who will deliver a range of football focused activities to the local community.

The Community Projects Co-ordinator who will be employed from year 2 of operation, will adopt a central role in liaising with local community groups and community projects in the development and implementation of community focused health and educational activities and programmes which will be delivered at Greenfield Football Centre. The Community Projects Co-ordinator will also support the Trust Development Manager in the compilation of funding applications and tenders for finance and resources required to operate community focused projects at the centre.

The Clerical / Administration Officer will assume responsibility for facilities bookings, meeting and appointment arrangements for senior staff members and Trustees, reception duties and other essential clerical and administrative tasks.

The Facilities Manager will assume full responsibility for the day-to-day operation, management and maintenance all facilities at the Greenfield Football Centre including setting up and supervising pitches and operating the changing pavilion. The Facilities Manager will also be responsible for ensuring compliance of health and safety policies and procedures across all areas of Greenfield Football Centre. It is proposed that the Facilities Manager's post will be taken up by the existing Facilities Manager of the Greenfield Football Centre, who is currently employed with Glasgow Life. It is expected that this can be arranged through a "secondment" agreement between Glasgow Life and the Shettleston Community Sports Trust. We anticipate that this arrangement would be in place for an initial minimum period of six months. The Facilities Manager will be supported in his/her duties by a full time Facilities Caretaker.

Volunteer Football Coaches (6 in year 1 of operation) will be responsible for the delivery of community football coaching sessions and skills practice sessions across all levels of the football academy.

Support functions inclusive of accountancy, Payroll, Vat., HR, cleaning, etc, will be contracted out to external organisations.

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NB. The posts of Trust Development Manager and Football Academy Development Manager will be delivered at no cost to the Shettleston Community Sports Academy at no cost in year 1 of operation via a “secondment” agreement with a local partner.

In operating and managing the Greenfield Football Centre SCST will ensure that all statutory requirements are met to ensure that the outdoor facilities and buildings at the centre are safe and fit for purpose. Our Trustees and senior management team will lead by example in communicating and promoting continuous improvement in health and safety performance across all areas of the centre. SCST will require that all managers and senior staff members demonstrate positive leadership in the promotion and management of health and safety. In seeking to ensure that the outdoor facilities and buildings at the Greenfield Football Centre are safe and fit for purpose and in fully complying with the Health & Safety at Work Act 1974, the SCST Board is currently in the process of developing a Statement Intent and Policy Guidance which will set out the health and safety objectives for:

- avoiding/reducing accidents and cases of work-related ill-health,
- improving the health of the workforce,
- compliance, as a minimum, with all relevant health, safety and environmental legislation,
- development of a positive health and safety culture throughout the Trust.

The statement of intent and policy guidance will form part of the overall strategic planning for the provision of robust health and safety practices and procedures in the Trust’s operation of Greenfield Football Centre.

Resources will be made available to support implementation of this policy and the strategy.

### **Key Objectives**

In order to achieve these aims SCST is committed to implementing the following in order to achieve the key objectives for which the Trust will be held accountable:

- To integrate health and safety planning into the Trust’s core activities
- To support a positive health and safety culture throughout the Trust
- To define health and safety responsibilities of staff and volunteers
- To ensure that staff and volunteers understand and are competent to discharge their individual responsibilities through the provision of sufficient information, instruction and training.
- To hold staff and volunteers accountable for meeting their individual responsibilities through a system of supervision, monitoring and review
- To secure the competence of staff and volunteers and supervision
- To ensure that competent specialist advice on health and safety is available to Trustees, staff members and volunteers.

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- To develop and maintain an effective and properly resourced health and safety management system.
- To involve staff and safety representatives actively in health and safety
- To ensure effective communication and consultation with staff, volunteers and others affected by SCST activities.
- To co-ordinate and co-operate with other employers where:
  - the SCST employees or volunteers share premises/facilities and undertake activities with persons working in other organisations.
  - persons from other organisations, including contractors, are working in SCST controlled activities.
  - measure and review health and safety performance regularly at both board and department levels with the aim of continuous improvement.

The overall responsibility for the overall strategic planning and development of appropriate policies relevant to the Greenfield Football Centre lies with SCST Board and will give delegated authority to the Trust's Development Manager, supported by the Greenfield Football Centre's Facilities Manager, for implementation.

SCST will define and keep under review the organisation it has in place to implement this policy. This will include defining specific health and safety responsibilities of managers and staff in areas of policy making executive line management and specialist competent advice.

### **Arrangements for Implementation of the Policy**

Appointed managers and senior staff members will be responsible for the management of health and safety in their department/ defined areas of work and will therefore also be responsible for translating SCST policy into departmental health and safety management arrangements. These arrangements will be based on identification of hazards and the control of risk. A Health & Safety lead will be appointed to work with the board and designated senior staff members to develop management performance standards as appropriate to assist departments in implementing various elements of their health and safety management systems. A Health & Safety Committee will be established to work with the appointed health and safety lead to consider and approve these standards.

SCST is committed to reviewing and developing its policy, organisation and arrangements for implementation to ensure that it remains both current and relevant. To achieve this, it will document a review process that will be undertaken annually, with additional reviews initiated if a major change to premises or activities were to occur.

In taking responsibility for the operation and management of the Greenfield Football Centre for an initial six-month period the outdoor facilities, existing buildings and car parking facilities for an will be managed on a day-to-day basis by a Facilities Manager who will be supported in his/her duties by a Facilities Caretaker. The Facilities Manager will work closely with the

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Trust Development Manager and the Football Academy Development Manager in the development and implementation of appropriate management and operational policies and procedures which will ensure that all statutory requirements are met and that the building/venue/ facility remains safe and fit for purpose. The facilities management and operational policies will also supplement the Shettleston Community Sports Trust's governance structure.

In achieving this it is envisaged the Shettleston Community Trust will incorporate certain Glasgow Life procedures in terms of maintenance, health and safety, first aid, security, monitoring compliance etc as part of its business plan. Meetings with the current Facility Manager at Greenfield Football Centre will be required to take place to review the templates currently in use at the Greenfield Football Centre and to facilitate this development.

**Tell us about the benefits that you expect to generate from this proposal and how these might meet an existing need. Will your proposal benefit the local community, a community of interest or both?**

Data included in The Scottish Index for Multiple Deprivation (2020) shows that The Greenfield Football Centre postcode sits in an area which is ranked 389 out of 6,976 data zones and therefore is considered to be among the 10% most deprived in Scotland and just outside the 5% most deprived. The Football Centre is located immediately adjacent to the Shettleston ward of Glasgow which has a population slightly in excess of 25,000 and includes 47 (4.8%) of the 976 most deprived data zones in Scotland. More than 50% of these data zones are found in the neighbourhood areas of Old Shettleston, West Shettleston, Parkhead North, Parkhead West, Barrowfield, Tollcross Haghill, Carntyne, Springboig and North Barlanark which are all located within close proximity to the Greenfield Football Centre.

In the Shettleston ward as a whole 23.7% of the population are income deprived compared with 20.5% in Glasgow and 13.4% in Scotland: 22.8% of Shettleston's residents are employment deprived compared to 17.7% in Glasgow and 12.8% in Scotland; 31% are education and skills deprived compared to 18% in Glasgow and 12% in Scotland: 29% are health deprived compared with 19% for Glasgow and 13% in Scotland. Recorded crime figures for many of the neighbourhoods (data zones) in the Shettleston ward are high when compared with other communities in Glasgow and Scotland with a high percentage of violent crime being linked to youth related street gang activity. Early mortality is another serious issue in our community with male's life expectancy being 3.8% lower than other areas of Glasgow and female life expectancy being 2.3% lower. Single parent households make up half of all households where there are dependent children. 43% of children live in poverty and almost a fifth of young people are not in education, training or employment.

The data provided above is consistent with the Active Scotland Household Targeting Tool for Glasgow, 2011. Although this information is 10 years old, the tool is still relevant to predict likely attitudes and behaviour towards sports, physical activity and health. Most of the census wards within the catchment area for the Greenfield Football Centre have households where the most prominent market segment is 'underprivileged and inactive' people whose participation in sports and general physical activity is hampered by limited resources, poor health and unemployment. The implications of the information provided above for The Shettleston Sports Trust are that.

- Greenfield Football Centre sits within and adjacent to hotspot areas of multiple deprivation.

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- Participation in sport in the local catchment area is likely to be below the national average.
- The challenges faced on a day-to-day basis (health, educational attainment, social inclusion) are exactly those that could be mitigated by providing access to welcoming, attractive and affordable community sport facilities.

The information provided above would strongly indicate the need for the Greenfield Football Centre to enable local people, and particularly those from disadvantaged and deprived neighbourhoods in Glasgow's east end to engage in physical activities which will support their improved physical and mental wellbeing. In securing a 25 year lease for the Greenfield Football Centre the Shettleston Community Sports Trust will aim to improve the existing sports facilities and strive to engage local people from our catchment areas across all age groups in football and sports activities.

We also aim to create a modern and fully functioning community hub (located within the proposed football stadium) which will deliver a diverse range of community focused activities which will encourage and support local individuals, local groups local project, and local service providers to come together and work together to design, develop and deliver activity focused projects and initiatives which will support local people of all ages and from all areas of the social spectrum to fully connect with their community and improve their inclusion, mental health, self-esteem and self-image, educational attainment and skills and qualifications for employment. It is intended that this development will complement the current work of local FE College's, training providers and statutory service provision through a partnership working approach to local service delivery which will raise the capacity and resilience of our community.

### **What are your plans to generate sufficient income/ grants to be able to sustain the ongoing operating costs of the building/ venue/ facility?**

Shettleston Juniors Football Club, the lead body in the establishment and management of the Shettleston Community Sports Trust which is the organisation responsible for the a leasing agreement of the Greenfield Community Sports Trust will make a contribution to necessary funding to address any capital costs associated with the management/ transfer of the building/ venue/ facility This contribution will come from funds received from the sale of land at the existing site of Shettleston Juniors Football Club. It is not possible to confirm the level of this financial contribution at this juncture as a final figure has not been agreed in respect of the sale of land.

We will aim to explore the possibility of a social loan from various investors which include Social Investment Scotland, The Charity Bank and CAF Bank, etc. We will also aim to accrue grant funding from potential funders such as The Big Lottery Communities Fund, The Tudor Trust, The Roberston Trust, Virador Landfill Credits, Landtrust Landfill Credits, The Peter Harrison Foundation, etc.

We would also welcome financial support from Glasgow City Council/ Glasgow Life.

Income in year 1 of operation is estimated at 189,136 from pitch hires and grants.

Projected expenditure in this period equates to £140,150

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Income in year 2 of operation is estimated at £339,136. The increase in projected income in this period is based on the replacement of an existing grass pitch with a floodlit 3G pitch, enabling a significant increase in income from pitch hire. The increase in income also reflects our confidence of attaining additional grant funding to offset staffing costs. Projected expenditure remains the same (£140,150) as year 1. However, expenditure costs in year 2 may increase in the event that we are required to access a loan facility for the installation of a floodlit 3G pitch at the end of year 1. We estimate that this would increase expenditure by approximately £30,000 in year 2 to meet annual loan repayment costs

Income and expenditure projections in year 3 remain the same as those in year 3.

Please refer to attached income and expenditure projections for an itemised breakdown of projected income and projected expenditure.

### **Tell us about any experience you have in managing a building/ venue/ facility.**

Following the completion of a feasibility study commissioned by Glasgow Life relating to the future operation and management of Greenfield Football Centre it was proposed that the option to establish a Community Sports Trust and lease the facilities to this organisation would be deemed to be preferable to the option of directly leasing the Greenfield Football Centre to Shettleston Juniors FC. Reasons provided for the preference of this option focused on required future governance arrangements. The consultants also considered that this option would encourage and facilitate greater representation and involvement of a wider range of community stakeholders. It was recommended that Shettleston Juniors FC would be the lead partner/ stakeholder within a newly established not for profit Community Sports Trust.

Whilst the club will be the primary user of the proposed new football stadium it will not be charged with sole responsibility to manage the Greenfield Football Centre site. It was also recommended that the establishment of a community trust would ensure that the approach to governance, risk management and compliance is suitably transparent and accountable and provides a suitable vehicle for receipt of public money which is likely to be invested into the site.

Finally, it was recommended that the community trust would be independent from Glasgow City Council with the council still owning the site which will be transferred to The Shettleston Community Trust under a long-term lease agreement.

Acting on discussions between Glasgow Life and the management committee of Shettleston Juniors Football Club in reference to recommendations included in the feasibility study the Shettleston Community Sports Trust was established and incorporated in December 2020. For this reason, the Trust has no trading history and no history of operating and managing buildings, venues and facilities. However, the Trust's recently appointed Trustees all possess extensive knowledge and experience of managing buildings, venues and facilities. Three of our Trustees have served on the management committee of Shettleston Juniors Football Club for several years and are responsible for the operation and management of the club pavilion and playing pitch together with the management of the club's social club which generates a significant annual turnover.

Two further Trustees recently appointed to the board of the Trust have several years' experience in facilitating and managing operations at Glasgow Girls FC, inclusive of the management and maintenance of changing facilities, office facilities, community learning

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spaces and outdoor football/ sports areas. They also possess strong skills and experience in the development and delivery of community focused health and learning projects.

### **Please provide us with any other information that you feel is relevant to your proposal.**

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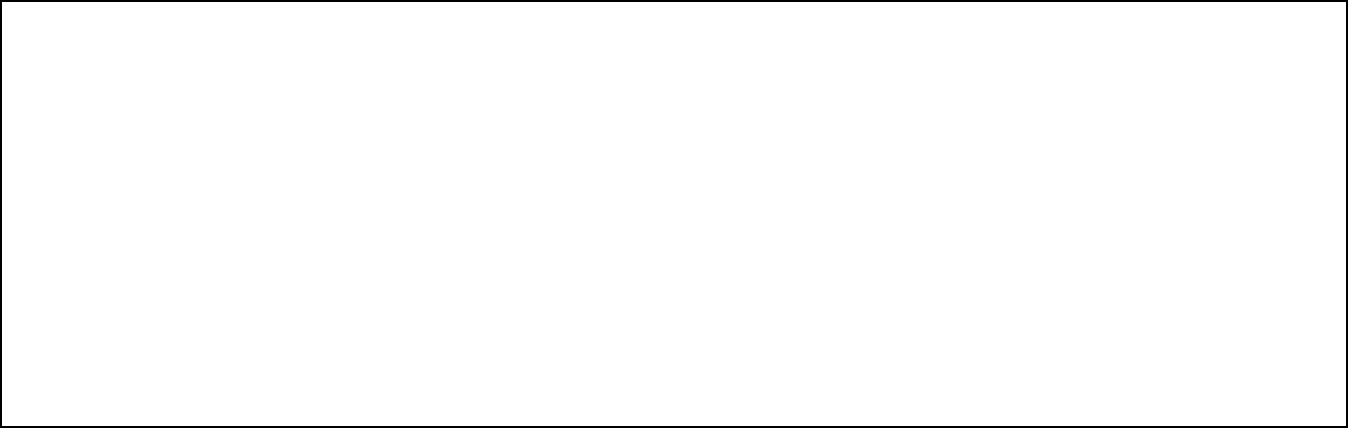
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