Glasgow Life welcomes the opportunity to respond to the Health and Sport Committee call for further information in relation to the work that is being done by Glasgow Life to help Easterhouse Phoenix get on a sustainable and long term footing.

Since December 2016 Glasgow Life has been working in partnership with Easterhouse Phoenix as an intrinsic part of developing a Community Sports Hub in the Easterhouse. Easterhouse Phoenix Community Centre and Sport Hub (Phoenix Centre) exists to empower local individuals to contribute to and participate in the community they live in. The long term aim is to regenerate the local community through their direct involvement. They aim to achieve this by:

- The provision of a range of affordable social, physical and/or educational activities which individuals can participate in, volunteer, coach and run longer term.
- Collaboration with a variety of partners within and outside of the community.
- Management of a facility and a small team which provides the base for the multiple and varied community activities.

Glasgow Life is currently supporting Easterhouse Phoenix to achieve these aims and through a partnership with SPORTED focus on developing a 5 year Business Plan as to how they become sustainable long term. The Business Plan has been developed through a series of meeting with key stakeholders and the completion of SPORTED’s ‘Game Plan’ self-assessment tool.

The assessment tool assess the organisation’s current ability to perform against 5 key areas: Embedded in the Community, People with Relevant Skills and Knowledge, Capacity to Deliver, Sound Finances and Mission and Structure. The information below details the support that Glasgow Life has and is currently providing against priorities which have been identified as a result of this process.

1. Providing New Services

Glasgow Life is providing support, guidance and expertise to develop specific affordable clubs and physical activities that can be accessed by local people. An example of this is the new community Boxing Club which has attracted over 140 male and female members of all ages and is a result of a new partnership between Glasgow Life, Easterhouse Phoenix and Boxing Scotland.

We have also enable Easterhouse Phoenix to access new funding streams which have provided the finances to deliver new services within the community. In total £14,330 has been secured to fund the new ‘led cycle rides’ and ‘bike loan scheme’
and a range of new activities including squash, table tennis and a health referral programme.

The plan also focuses on the use of additional facilities within the community other than the Phoenix Centre and this work has involved exploring the options of creating new activities such as Badminton sessions at Easterhouse Sports Centre.

2. People - Management and organisation

The future development of ‘People with the Relevant Skills’ is a key part of the Business plan and acknowledges the value that current volunteers play, whilst also recognising the need to put place a more formal governance and staffing structure.

Glasgow Life in partnership with SPORTED are providing the charity with guidance and training to ensure the correct governance structures are in place and Trustees are equipped with the relevant skills and expertise to enable them to deliver a consistent and continuous service, along with their aims and objectives.

3. Capacity to Deliver

Glasgow Life through an SIMD project funded by the Scottish Government and sportsScotland has connected Easterhouse Phoenix with the following partners: Easterhouse Health Centre (NHS/Alliance Scotland), Scottish Squash and Racketball, Boxing Scotland, Cycling UK, Cycling Scotland, Sported, Badminton Scotland, Easterhouse Job Centre, Glasgow City Council Active Schools Network and Glasgow Kelvin College.

The key aims of the SIMD project is to: develop sustainable sport in the Centre, promote a range of sport and activities catering for the community and establishing strong links to local schools. Glasgow Life has been working closely with partners and governing bodies to ensure that all newly established activity has appropriate operating standards. Consequently, Easterhouse Phoenix’s capacity has been outlined on their current timetable of activity. Through Glasgow Life’s involvement within the SIMD project, the working relationship with Phoenix has increased available activity opportunities in the Easterhouse community. Without the injection of SIMD funds, Easterhouse Phoenix would have struggled to fund all new activities.

Capacity to deliver has also been developed as part of expanding services, Glasgow Life has provided funding and training to current volunteers within the organisation who deliver activity. Without this support, volunteers would not meet minimum standards expected by involved governing bodies and wellbeing policies. Through Glasgow Life, this support creates a continuous professional development pathway for volunteers and this enables Easterhouse Phoenix to develop plans for the future recruitment of additional local volunteers.

4. Sound Finances
As part of Easterhouse Phoenix’s partnership with SPORTED a mentor has been assigned to assist the development of a Business Plan, of which a key priority is the development of a finance strategy. Glasgow Life has taken a lead role on assisting Easterhouse Phoenix with income generation on a sport and physical activity basis. Through regular meetings with Easterhouse Phoenix staff, an accessible pricing policy was developed to reflect the socio-economic environment of Easterhouse to be consistent across activities delivered by Easterhouse Phoenix. In addition, all Phoenix clubs have an agreement in place to pay a monthly let, which contributes to Easterhouse Phoenix’s revenue. Through the financial guidance provided by both Glasgow Life and SPORTED, both organisations are supporting Easterhouse Phoenix through asset transfer of the facility. If successful, this would reduce a financial constraint placed on the Easterhouse Phoenix staff and increase sustainability.

5. Mission and Structure

Easterhouse Phoenix’s main mission is to: empower local people to contribute to and participate in their community through providing affordable activities and opportunities to coach and volunteer. As a community organisation in a deprived part of Glasgow there are many supporting government and non-governmental organisations willing to assist in the regeneration of the community. The main partners to date have been identified in the above sections. To further illustrate the structure of support Easterhouse Phoenix receives please refer to the below diagram. Glasgow Life as the local authority partner to Easterhouse Phoenix has been a key facilitator to link Phoenix to a range of partners from varying industries that work together to ensure that Easterhouse Phoenix becomes sustainable via funding or in-kind services. Glasgow Sport has closely aligned the SIMD and Community Sport Hub project plans to reflect the Charity’s mission and shared key objectives. Glasgow Life and Easterhouse Phoenix work closely and regularly meet involved partners together; this level of support is beneficial to the developments within the centre as without support of this nature, progress towards sustainability would be reduced.