

Cassiltoun Group

Annual Report and Accounts 2017-2018
Tenants' Charter Report Card 2018



Welcome to the Cassiltoun Groups' 2017/18 Annual Report and Tenants' Report Card.



The Cassiltoun Group led by Cassiltoun Housing Association has performed particularly well during 2017/18. We have expanded our services and improved performance in many areas. We have strived to achieve the best value for money for our tenants, other people and organisations with a stake or interest in Cassiltoun Housing Association and our two subsidiaries, Cassiltoun Trust and Cassiltoun Stables Nursery.

Throughout this report you can read about our subsidiary businesses and our activities across the Group.

Can I start by talking about our ambitious plans to create lasting and significant change in the East of Castlemilk. The Board has spent much of their time planning and preparing for the biggest new build housing programme in our history. We have carefully considered the options and risks as we have reviewed our 30 year business plan. We have shared our plans and gained the support of local people and importantly Glasgow City Council, who are supporting the Association's plans to build phase one of our development known as "Barlia 3" to complete 42 new homes.

We anticipate that in 2018/19 our plans to develop a further 60 new flats on Castlemilk Drive will also be approved. All of this at a cost of approximately £15m will provide much needed new homes for existing tenants, our waiting list applicants and homeless people.

Of course we want to build homes that are affordable to people, therefore agreeing a maximum grant level with Glasgow City Council is essential and **I would like to thank my colleagues in Glasgow City Council's Development and Regeneration Team** for their assistance and support. Our design team, led by MAST Architects, have worked closely with the Board to create plans that will deliver quality new homes that will also be the most energy efficient in our stock. Keeping energy costs as low as possible will help tenants' with their monthly costs and contribute towards our value for money plans.

I would like to highlight that the theme of this report is "value for money (VFM)". It is important to demonstrate that our rents are competitive with local and national Housing Associations. This report will demonstrate this. We will further demonstrate, through our diversity, how we will achieve greater value for money.

The success of Cassiltoun Housing Association and our subsidiaries is supported by a group of people who volunteer their time to oversee the effective management required to run our business.

I could give you many examples of how we do this but in 2017/18 **an excellent example is when Board**

members carried out a review of the Scottish Housing Regulators Regulatory Standards of Governance and Financial Management by completing a full self-assessment against the Regulatory Standards.

This exercise took several months to complete, however by the end of the process we gained assurance that high levels of good governance and compliance is in place. **We believe that good standards of management will further support our efficiency and performance.**

I would like to thank our voluntary Board members, our staff team and many other partners who contribute to our success.

I hope you enjoy reading about the Cassiltoun Group in this year's annual report.

Our CEO, Charlie Millar will summarise other performance achievements and outline our future plans.

Anna Stuart MBE

Chair Cassiltoun Housing Association

Chair Cassiltoun Trust



Anna Stuart MBE with visitors from the Netherlands

Principal Activities

The principal activity of Cassiltoun Housing Association Limited is the development, management and maintenance of housing for people in housing need.

The table below shows the property we own:

Managed Property Numbers	2018	2017
Tenanted Property	975	982
Shared Ownership Properties	3	4
Buchanan Lodge Residential Home (bedspaces)	40	40
Total	1,018	1,026

There were seven properties sold under Right to Buy in the year and one shared owner buying their property outright.

Cassiltoun Housing Association Limited is registered with the Financial Conduct Authority as a Community Benefit entity, The Office of the Scottish Charities Regulator (OSCR) as a Charity and the Scottish Housing Regulator as a Registered Social Landlord. The Association is incorporated in Scotland.

The Association has two subsidiaries, Cassiltoun Trust and Cassiltoun Stables Nursery Limited. Cassiltoun Trust is a charitable company established to conserve for the benefit of the public, buildings of historical and architectural significance; advance knowledge about the history and role of Castlemilk; and provide facilities for education, training, employment and recreational time. The principal activity of Cassiltoun Stables Nursery Limited is to provide a first class nursery childcare facility for 0-5 year olds set alongside a local park and woodland environment.



Chief Executive Officer's Report

Making progress and delivering change was all part of a successful 2017/18 for Cassiltoun Housing Association and our subsidiary companies.



Sustaining our services and performance during periods of change and planned growth has been achieved in a very challenging year to 31st March 2018.

We remain driven to achieve our objectives, develop our services and we are committed to moving forward into future years.

In our Tenants Report Card section, we illustrate how we perform locally and nationally as a landlord. We believe we deliver value for money by benchmarking our performance against national performance. By using these comparisons, the Board at Cassiltoun Housing Association has gained assurance that we are operating efficiently and remain in touch with the Scottish Housing Sector.

Throughout this report, you can read and learn about our performance, culture, achievements, diversity and our range of services. I believe that we can demonstrate that we strive to achieve value for money for our tenants, owners and partners.

Moving forward, I am pleased to report that the Association has made great progress in developing our plans to build new houses for the local community in the East side of Castlemilk.

- We are currently planning to build 42 new houses starting in 2018.
- Followed by 60 new homes in Castlemilk Drive (subject to finalising plans) in 2019/20.
- Considering future options for up to 50 new homes on the site behind Barlia Way.
- The total investment in new affordable homes for rent is estimated to be £20m. This will complete the physical regeneration of the East side of Castlemilk.
- Up to 100 private houses are also anticipated being completed on vacant sites, which will help Castlemilk to offer owner occupation for those people who wish to buy their home.

Another priority for Cassiltoun Housing Association is to ensure that we continue to monitor and review our business plan including the risks we face.



By December 2018, we anticipate Universal Credit being rolled out in Castlemilk. Therefore our planning, preparation and resources must be in place to face the test that is coming our way. We are confident that we are prepared to help support our tenants who will see significant changes to how their benefits including housing benefit is processed.

The Board in 2017/18, agreed to extend the Welfare/Money Advice staff teams* contracts until 31st March 2020. However further reviews are planned to ensure we have sufficient staffing resources in place beyond 2020. (*these posts are currently funded by the Big Lottery until 31st March 2019)

To maintain the highest possible standards of good governance and management, the Board have approved an internal audit of the Association's "Self-Assessment" of the Scottish Housing Regulators Governance and Financial Management. It is important for the Board who are Charity Trustees to have assurance that they are compliant and recognise any weaknesses, and that they set about making



Staff Team

improvements. This will take place in the winter of 2018/19 and the results will be summarised in future newsletters and on our website.

The Scottish Housing Regulator is planning to change how it regulates the housing sector in Scotland from April 2019. We intend to use our internal audit of self-assessment to prepare us for the future changes.

The one thing we can all be certain of is that everything changes and that applies to the Cassiltoun Group. Our recently reviewed Internal Management Plan sets out our future plans.

In our subsidiaries:

- We have seen our pre 5 children's nursery expand and improve our standards of childcare.
- The nursery is registered for 55 full time places.
- Employs 21 staff (many local).
- A turnover of £400k is anticipated in 2018/19.
- Cassiltoun Trust continues to oversee the magnificent Stables building and many of the services, activities and opportunities available to the local community.

- Both our subsidiary companies are viable as their long term business plans demonstrate.



Please read our subsidiary reports within this Group report which explain their activities in greater detail.

Everything the Cassiltoun Group achieves involves our people, effective planning, good communication, enthusiasm and determination. I would like to thank the Board and staff team for their hard work and efforts in 2017/18, ensuring that our key objectives and services to tenants were met and delivered effectively. I can assure you that 2018/19 and beyond will be no different.

Charlie Millar
Chief Executive Officer

Our Corporate Services Manager, Paula Brownlie, illustrates the importance of low absenteeism contributing to improving Value for Money and reducing costs.



Our aim is to ensure that Cassiltoun is a great place to work.

We currently hold the Investors in People Platinum Award.

This measures an organisation's ability and commitment to lead, support and develop its people. In conjunction with our board and staff, we developed our Vision, Mission and Values.

We recognise the importance of having an engaged workforce and we care about how employees feel about working at Cassiltoun.

We carry out staff surveys every 3 years and they help us gauge how engaged our employees are. This is run in-house, reducing costs and allowing us to respond more promptly to feedback.

Paula Brownlie
Corporate Services
Manager

Staff Survey

2018
100%
Very Happy/
Happy to work
at Cassiltoun
2015 95.24%

Sickness Absence Rate

2017/18
2.82%
2016/17 1.03%
Target 3%

Staff Turnover

2017/18
7.27%
2016/17 12.1%

Staff Appraisals

2017/18
100%
Completed
and returned
2016/17 100%

Strategic and Operational Objectives

Our Strategic Aims 2018 to 2021

Ensure our rents remain affordable by maintaining a stock base sufficient to achieve economies of scale and deliver effective services in a cost efficient way.

Maintain the high quality of our housing and service provision, ensuring the comfort of tenants and the protection of investment.

Contribute to the wellbeing of the local community by working with tenants, residents, partners and funders to develop initiatives that promote regeneration and increased levels of inclusion.

Ensure that the work of the Cassiltoun Group is supported by good governance, effective financial, management and regulatory compliance and robust administrative and HR systems.

Ensure we attract and retain highly skilled and knowledgeable staff and Board members and develop our staff and Board members through education, training and coaching.

Our Mission Statement

We aim to enhance the quality of life of our clients and to regenerate and sustain our community through housing-led and resident controlled initiatives.

Operational Objectives • 2018 to 2019

- 1 To continue to recruit new board members to assist with the strategic leadership and direction of the Association.
- 2 To support our Board of Management's agreed training and learning plan.
- 3 To maintain performance across the KPIs set out in the Internal Management Plan, including Finance, Operations, Regeneration and Welfare Plans.
- 4 To ensure that we deliver the objectives set in the Asset Management Plan and effectively deliver our 2018/19 major repair.
- 5 Continue to maintain the effectiveness of our Reactive, Cyclical and Environmental contracts.
- 6 To support and provide effective management and governance to our subsidiary companies.
- 7 To ensure that the Association's Welfare Reform mitigation plans are effective and that we are fully prepared for the roll out of Universal Credit in December 2018.
- 8 To meet existing funders expectations and continue to seek other opportunities to continue with non-housing regeneration plans.
- 9 To deliver the Castlemilk Park Events programme in 2018/19 and to progress with the ongoing regeneration of the park.
- 10 To achieve a site start in Quarter one of 2018/19 at Barlia 3.
- 11 To complete the necessary energy efficiency works to comply with EESSH requirements before 2020 deadline.
- 12 To finalise the necessary private finance borrowing to support the Association's development plans by April 2018.
- 13 By the end of 2018 complete a new "Tenants Handbook" which complies with the Housing (Scotland) Act 2014.
- 14 In 2018/19 continue with compliance of the Investors in People review of platinum standard.
- 15 During 2018, review the initial business planning assessment for social enterprise 4 (stair cleaning & environmental services).
- 16 By May 2018 be prepared for the new General Data Protection Regulation.
- 17 To complete an internal audit of our housing development procedures/activity.
- 18 To action the outcome of the Internal Audit of the Association's procurement by Excel Scotland.

Operational Review

Principal Risk and Uncertainties

The Group has a robust planning framework in place which includes how we manage risk and uncertainties. In our Internal Management Plan we set out risks that we anticipate and explain how we monitor and manage them. We regularly review and consider risks in all decision making.

Welfare Reform changes have been mitigated through having a Money Advice Team to support tenants and owners helping them manage and budget personal finances. The affordability of pensions is under scrutiny and external advice has been taken on continuing the final salary scheme. This scheme is closed to new entrants and auto enrolment commenced in June 2017 with a defined contribution scheme and an employer's rate of 6% which meets the Pension Quality Mark. The EU referendum result is unlikely to have a significant impact on the Association as there is no exposure to house selling from development activity and interest rates on loans are significantly fixed.

A review of the Risk Policy and Risk Register was carried out during the year to ensure that the Group is prepared to mitigate risks that exist now or may arise in the future as we continue to focus on our business plan objectives.

Future Plans

The Association has developed advanced plans to proceed with phase one of our new build housing proposals. Phase one is known as "Barlia 3" and we anticipate a site start of October 2018 to complete 42 units with a construction period of approximately one year. This will be followed by phase two which will take forward proposals to build a 60 unit development at Castlemilk Drive and we anticipate a site start around February 2020.

We anticipate the completion of the feasibility study of our phase 3 development (Nursery site) by October 2018. The Board will consider their options for this site and continue to work closely with Glasgow City Council and

our other key stakeholders, including the Scottish Housing Regulator. The new build housing will help many local people who require larger and smaller accommodation and we anticipate further housing needs being met as a result of internal transfers.

Our full development plan can be obtained by visiting our website.

The Association will also review how we deliver future services such as close cleaning and environmental maintenance. The Board will consider their options by looking at ways to deliver greater value for money for our tenants and owner occupiers and by seeing how we can make service improvements on the quality and efficiency of the services currently provided.

A recent feasibility report was produced by CEIS which examined the business advantages and risks of creating a new subsidiary company therefore careful consideration will be taken as we review these service areas in the next 12-24 months.





Corporate Governance

Our governing body is our Board of Management who are responsible to the wider membership. Board of Management members serve in a voluntary and unpaid capacity and we recognise that this puts even more onus on us to ensure that we set and achieve high standards of professionalism in our work.

The Board of Management is elected by the members of the Association. It is the responsibility of the Board to oversee and lead the strategy and overall direction of the Association. They set policy and monitor the operational activities of the Association and its subsidiary companies.

As part of our commitment to continuous improvement we have once again set challenging targets, which are regularly monitored and reviewed by the Board of Management and Senior Management Team.

Going Concern

The Board of Management has reviewed this year's results and projections for the next 5 years. The Board has a strong expectation that the Group and Association has adequate resources to continue in operational existence for the foreseeable future. Thus the going concern basis of accounting is adopted in preparing the financial statements.

Performance Management

During 2017/18, the Association demonstrated continuous improvement in many areas of our performance and excellent signs of stability in others

underpinned by a planning framework set out as follows. All our staff take part in the business review sessions during our annual review day when we sign off the 3 year Internal Management Plan and 30 year Business Plan. This has been supported by the use of clear planning tools such as SMART planning, the Operational Service Plan, the Asset Management Plan and the Association's Financial Business Plans.

The Association produced its third Tenants Charter Report Card in October 2017 which outlined our charter performance and how we benchmark locally and against the Scottish average. Furthermore, areas that require action for improvement have been identified and published.

We have demonstrated that the shared goals are understood by all our people. This allows us to improve as an organisation and will ultimately lead to our tenants receiving the best housing service possible, combined with other activities and non-housing services that we deliver with our partners.

We receive very few complaints of a serious nature and we take prompt action to resolve and learn from those received.

Best use of resources

During the year the Association was recognised as a Platinum Investors in People organisation. Our ongoing performance, future improvements and strong customer focus depends on a highly motivated and well trained staff team and we believe our performance, high levels of tenant satisfaction and attendance management

demonstrates this. Investment in our staff team is critical to our success.

Our planned major repairs programme achieved its target by delivering:

- 172 new double glazed windows in the Tormusk area and Hoddam Extension.
- 49 new flat front entrance doors in Hoddam Extension.
- 35 closes were painted in the Tormusk area.

Our reactive repairs service is delivered by one multi trade contractor after a robust procurement exercise and has been successful for the third year in succession.

Tenant satisfaction levels are consistently high with performance levels between 99% and 100% regularly achieved. Tenants continue to play a vital role in monitoring this performance.

During the year we completed 3,497 repairs, a reduction of 828 from the year prior. The table below summarises our targets, repair type and performance.

Category	Target	Number	Completed on time	% Completed within time
Emergency	6 hours	668	665	100%
Urgent and Routine	3 days/ 10 days	2,829	2,829	100%

Void management performance continues to be strong, despite an increase in void properties this year. The Association set a challenging target of £10k (0.25%) for rent lost through voids and we achieved 0.27%. Although this is slightly over the target it is still below

our business planning assumption which is a very conservative at 2%.

The Association’s arrears management faced a number of challenges although performance managed to be better than the target despite the risks posed by Welfare Reform. We believe that our planned approach to the risks surrounding rental income and arrears levels is being controlled and managed effectively:

Budget target was 2.8%

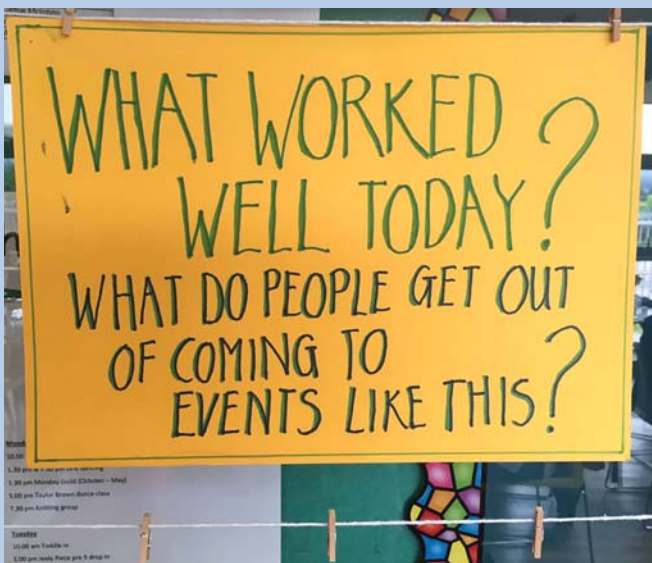
Performance was 2.6%

The Association continues to prioritise the emerging risks associated with Welfare Reform changes by maintaining current staffing resources to assist tenants and to cope with the associated additional work load. We believe our approach has helped to maintain good performance and mitigate this risk.

Following on from previous years we believe that sustained performance has been achieved against a backdrop of business growth and a demanding policy context. The uncertainty caused by the Brexit, political uncertainty and the potential impact on the economy has continued to focus the Board’s attention on achieving better value for money and greater efficiencies. This is supported by continuous monitoring to ensure that our key targets are met and also to allow us to take corrective action should the Association encounter unplanned trends or changes that may adversely affect it.

The Association’s overall performance demonstrates that the Board has a successful strategy in place to achieve its aims and it continues to prepare for the future impact





and risks that welfare reform changes will have on our business.

We will continue to support tenants throughout the introduction of Universal Credit to help minimise risks for tenants and the Association. Our Welfare and Money Advice Team has been in place from April 2014. They have made significant progress assisting tenants to maximise their benefits and manage debts and costs more effectively. The benefit of this to the Association is directly translated into lower arrears over the past three years and more staff time to devote to service delivery.

Like every other Housing Association and local authority with housing stock, the Association has ensured that its properties meet the “Scottish Housing Quality Standard”. This was independently verified and is excellent news for our tenants and for our long term financial forecasting.

The Association has a planning framework in place to review and update our approach to ensuring that the Energy Efficiency Targets set by the Scottish Government are in place for 2020.

Regeneration Activities

External funding of £315k across the Group has enabled the Association to continue to develop and expand its successful regeneration programme. The organisation has worked with a wide range of funders and partners and has continued to offer work placements to young people, advice provision for state benefits and debt advice but also furniture grants and ‘home start’ packages, deliver the successful ‘Stables Studio’ art

programme for over 50’s that prevents social isolation, offer volunteering opportunities in the community garden and regenerating Castlemilk Park through a range of events and activities including programmes of Branching Out, Forest Kindergarten, volunteering, employability, education and health initiatives.

The Association has also organised a number of well attended events for tenants and the wider community throughout the year. These give local people (and people new to the area) the chance to socialise and make new friends. It also helps Castlemilk to be seen as a thriving, vibrant place to live, work and visit.

Events have included:

- Summer family trip and Christmas pantomime;
- Summer outing for the over 40s;
- A Pumpkin festival culminating with a Halloween walk attended by over 2,000 people;
- A festival of Sport;
- World Peace Day celebration.

The Association has continued to support the growth and development of its social enterprise subsidiary, Cassiltoun Stables Nursery Limited. The Nursery continues to create employment as child numbers increase, with staff numbers now reaching 21, and provide training and student placements. By March 2018 there were 76 children attending the nursery, either part or full-time. This is the equivalent of 43 full time children.

Other areas

Operations

Again like previous years we continued to make further improvements to our operational performance through the ongoing integration of service provision, which was underpinned by our robust Operational Service Plan. Our staff have clear targets and objectives to achieve these are regularly monitored by the Senior Management Team and Board of Management.

Feedback from tenants remains positive with regular high levels of overall satisfaction being identified from satisfaction surveys.

Business Continuity Plan

The Board has a combined plan with robust procedures in place to deal with disasters and any severe business interruptions.

In recent years the Board became more concerned over business interruption and service delivery during severe winter weather and heavy snow. With staff efforts and our 4x4 vehicle we were able to keep the office open during the bad weather.

Performance Review

The Board carries out two major strategic performance reviews each year to ensure that our Strategic and Operational Objectives are carefully monitored. The Association uses a traffic light monitoring system (six month reviews and quarterly operational reports) to quickly identify any sign that a set objective may not be achieved. At the end of the year we were pleased

that 13 of our 16 objectives were achieved or making considerable progress with no concern.

Policies and Procedures

The Board approves policy and procedures on a rolling basis unless changes in guidance or legislation enforce earlier reviews. The Association has over 70 policies and procedures that provide the necessary guidance on how it runs and manages its business in accordance with these procedures and our Rules.

Credit Payment Policy

The Association's policy concerning the payment of its trade creditors complies with the Confederation of British Industry guidelines. The average payment period increased one day to 21 days from receipt of invoice via a weekly payment run. The target set is within 22 days.

Rental Income

The Association's Rent Policy is a points system based on the size, type and facilities of the provided accommodation. The policy ensures that the rent structure is easy to administer and covers the wide variations within the Association's properties.

Budgetary Process

Each year the Board approves the budget and rolling five-year strategic plan where key risk areas are identified. Performance is monitored and relevant

action taken throughout the year with monthly reporting to the Senior Management Team and by monthly reporting to the Board. Variations from the budget are explained and updated forecasts are prepared together with information on key risk areas. Approval procedures are in place in respect of major areas of risk such as major contract tenders, expenditure and treasury management.

Treasury Management

The Association has an active treasury management function, which operates in accordance with the Treasury Management Policy. In this way the Association manages its borrowing arrangements to ensure that it is always in a position to meet its financial obligations as they fall due. Excess balances are placed on short term deposits between 1-18 months. The Association, as a matter of policy, does not enter into transactions of a speculative nature. At March 2018 the Association continued to have a mix of 55% long term fixed and 45% variable rate loan finance.

Quality and Integrity of Personnel

The integrity and competence of personnel are ensured through high recruitment standards and subsequent training courses. High quality personnel are seen as an essential part of the control environment and the ethical standards expected are communicated through the Chief Executive and the Board of Management.

Regeneration – Value for Money

Our Regeneration Manager, Clair Malpas, outlines some activities that bring value to work and the local community.



For the past 4 years our Money Advice Team have provided a range of support including welfare rights, debt and budgeting advice and digital support for users of the Stables and tenants of Cassiltoun Housing Association and Craigdale Housing Association.

The Funding for this has come largely through the Big Lottery Fund (£500,000) with a £10,000 per annum contribution from Cassiltoun and Craigdale.

Over this time the Service has dealt with 2877 cases, generated just under £3 million in additional benefits for Service Users and assisted with over £500 000 in debt. Of this £1.4 million has been paid directly to Cassiltoun and Craigdale in the form of Housing Benefit or housing related payments.

As a landlord we are aware of the costs to us and wider society when a tenancy fails. All of our staff work hard to support tenants to manage and sustain their tenancy. It has been estimated that the total cost (to all services including the landlord and social work) of a failed tenancy can be as much as £25,000.

Last year we received external funding to support one of our tenancy sustainment initiatives (Home Start). Funding was provided by the Development Trust Association and allowed us to give people basic items such as a toaster, kettle, iron, vacuum cleaner and a bag of basic groceries to the value of £150. The grant

also enabled staff to build a positive relationship with new tenants.

All of the 80 people that received the Home Start pack have sustained their tenancy. Although we cannot predict which tenancies would fail, it is likely that some of those 80 would have struggled without the initial support and the total cost of this programme is less than one failed tenancy.

Community Activity – value for families

Our wide variety of Community Activity provides our tenants with good value for money as many are free or at a minimal cost. Along with its own resources Cassiltoun accesses a variety of external



funds that enable us to deliver our annual programme.

There are activities for families throughout the year. One example is our annual trip to the SECC pantomime which costs families just £5.

This year's highlight was our summer programme where local families were able to take part in a wide range of free activities to entertain their children with a healthy lunch provided.

"This has been fantastic - I usually really struggle over the school holidays as I have to find extra money for lunches and the kids get bored just hanging about the house.

This summer the events at Cassiltoun have kept them fed, entertained and active and all for free."

Summer programme parent

Clair Malpas

Regeneration Manager



Bringing value to our Communities through

We frequently consult with our tenants and Service users to ensure that we are delivering the events and activities that they are interested in and bring added value to the Castlemilk community. Where we can we deliver these activities in collaboration with other local agencies, this not only utilises local skills and knowledge but ensures that we are not duplicating services. This provides a better experience for local people and also value for money for our funders and partners – ensuring that every pound spent is used to achieve the best possible outcomes.

Although some of our activities are supported by funding from the Housing Association, the staff team (and volunteers) apply for external funding or fundraise to allow us to deliver much of our programme.

Employability, training and volunteering

We continue to have a strong focus in our regeneration activity, creating jobs and training placements. As part of our housing development plans we will be discussing employment and training opportunities with the successful building contractor.

Our partnership with SCVO and Community Jobs Scotland has continued, and in 2018/2019 we will again be offering CJS Placements across the Group.

The Stables Nursery business continues to offer Modern Apprenticeships and we are pleased that the majority of Apprentices complete their course and go on to secure jobs within the sector.

Cassiltoun Trusts 'Paths to Employment' programme has continued to offer a mix of voluntary and paid training placements. This year (17/18) we were delighted when two of our 26 week placements secured full time permanent positions with good long term career prospects.

This year we have focussed on increasing the number of volunteering opportunities that we provide across the Group. We already have our core group of volunteers – our Board members – but we recognise that more people want to get involved in a less formal way. We now have a strong network of volunteers that we support and who help us to deliver all the events and activities across the Group.



our Regeneration Activities

Help and Advice

Our Advice Team, funded by the Big Lottery, has been in post for 4 years and delivers welfare and financial/debt advice as well as help with: food parcels, digital access and tenancy sustainment initiatives through its furniture initiative and Home Start Grants(funded by DTAS). The Service continues to be vital at a time when the welfare system is changing dramatically and levels of personal debt are increasing.

The team have again delivered on their targets achieving:

- An increase of £636,000 in benefit income to tenants and service users
- Helping service users to manage debts totalling £85,000

The Service is highly regarded by its service users and tenants and received 100% satisfaction rating in our Tenant surveys.

Communities Team

Our Communities team comprises of our Community Development Officer, our Woodland Officer and the Communities Assistant. These are part funded by Cassiltoun but received significant amounts of external funding from Communities Jobs Scotland, Big Lottery and the Forestry Commission. The Communities team oversee and deliver the wide range of tenant engagement and community activities that happen

both in the Stables, the surrounding woodland and in collaboration with others throughout Castlemilk.

Community Garden Programme

External funding has allowed the Community Garden programme to extend its hours and offer extra workshops linked to using the produce that has been grown in the garden.



Youth Activities

We support a group of young people by giving them a space to meet and look at local issues that are relevant to them. This year they have started an anti-litter campaign called #CleanerCastlemilk and we have assisted them to apply for funds to deliver a range of youth related activities such as an outing to an activity centre.



Other programmes still continue to be delivered in the Stables including Stables Studio, our older person art programme, a creative writing group and a health and wellbeing group.

Our popular community events programme continued with a wide range of events in the woodlands, the Stables and our trips away.

These have included:

- Children's summer trip to Edinburgh Zoo
- Christmas trip to SECC pantomime
- Over 40's trip to the coast
- Easter celebrations and summer fun days

Castlemilk Park

We were very grateful for Forestry Commission Scotland funding that has allowed us to continue with the employment of a Community Woodland Officer and to both the Forestry Commission Scotland and Glasgow Housing Association who along with Cassiltoun provide funding to enable us to deliver the wide variety of events and regular activities in the Woodland. We are also supported by members of the Park Steering group (FCS, GHA Jeely Piece and Glasgow City Council). These activities attract people

from Castlemilk, Glasgow and beyond. This helps us to achieve our aspiration to make Castlemilk a fantastic place to live, work and visit.

During the 17/18 year we delivered a wide variety of activities based in and around the woodland. This included our ever popular Pumpkin Festival. We had a fantastic display of over 300 pumpkins carved by the community and over 200 people came to see them lit outside the Stables. Our spooky walk gets bigger every year and this year attracted over 1000 people.


We have also developed a regular activity programme for children in the woodland which starts with our Woodland Nippers for pre-schoolers, Castlemilk explorers for primary age and Junior Ranger programme for older children. These were created in response to community consultation and have proved popular.

Other events have included:


- Evening heath walks
- International Peace Day
- Wild in the City
- Annual Doggie Day

Wild Thursdays Survival Skills

Starting Thursday 28th June then every Thursday through Summer Holidays 1.30pm - 3.30pm Ages 7+ Booking Required Meet outside Castlemilk Stables



This summer we are offering 6 wild Thursday sessions in Castlemilk Park. Delivered in partnership with Operation Play Outdoors, children and families will get the chance to try a wide variety of outdoor activities from bushcraft, outdoor games, cooking on an open fire and lots more.



For more information contact: Shaul Whitaker Community Woodwork Officer, Castlemilk Housing Association, Castlemilk Stables, 59 Machrie Road, Castlemilk G45 8AZ. Tel: 011 634 2673 Facebook: Castlemilk Park Project



Batman and Walkin'



Friday 28th September 7.00pm - 9.00pm
Join us on this atmospheric walk as we use bat monitoring technology to listen to the sounds of bats, spot them swoop amongst the trees and find out the many amazing facts about these creatures through a fascinating presentation.
All free. All welcome.
Meet: Castlemilk Stables, 59 Machrie Road, Glasgow, G45 8AZ

For more information contact: Shaul Whitaker Community Woodwork Officer, Castlemilk Housing Association, Castlemilk Stables, 59 Machrie Road, Castlemilk, G45 8AZ. Tel: 011 634 2673 Facebook: Castlemilk Park Project



Delivering Value for Money

Our Director of Operations, Fiona McGowan, highlights some of the key Value for Money achievements by the Operations Team in 2017/18.

As in previous years we have continued to make improvements in our operational performance, whilst maintaining high levels of customer satisfaction and striving to provide excellent value for money.

Our staff have clear, set targets contained with our robust Operations Service Plan, these are regularly monitored by the Senior Management Team and Board of Management.

It is vitally important that void rent loss and rent arrears are kept to a minimum to maximise the Association's income in order to maintain and improve our housing stock.

For the past 3 years we have collected between **99.32%** and **100.6%** of rental income due to the Association.



Rent Consultation

We have been consulting on our rent increase and asking our tenants *“do they feel that their rent provides value for money?”*

Majority of feedback has been very positive with comments for example *“My rent is value for money because repairs are done quickly and usually everything is well maintained”* and *“My rent is value for money because whenever you need anything fixed they get it sorted straight away”*.

Void Loss

Rent monies lost through properties awaiting to be re-let (void loss) is **0.27% = £10,077**. This compares favourably with the Scottish average, is below the target set in the Operations Service Plan of 0.35% and well below our business planning assumptions of 2%. This is due to detailed planning and partnership working with our Reactive Maintenance Contractor City Building LLP.

Rent Arrears

Rent arrears have not risen as much as expected although the full impact of Universal Credit will not be seen until full service begins in December 2018. The last three years have seen a decrease followed by an increase in our total arrears which are detailed below:

Arrears 2015/2016	Arrears 2016/2017	Arrears 2017/2018
2.48%	2.13%	2.63%
£89,812	£78,473	£98,210

The arrears have been consistently below target which for 2017/18 was prudently set at **2.83%** demonstrating our commitment to business efficiency.

Maintenance Contract

In 2015 after a robust competitive tendering exercise, City Building LLP were appointed as the Association's Reactive Maintenance contractor on a fixed price contract. In order to ensure value for money whilst ensuring quality and high levels of tenant satisfaction, all contracts are procured on a 70% quality/30% price basis. Having a fixed price contract ensures value for money and assists in business planning for the 5 years following appointment. City Building LLP have been our reactive maintenance contractor since 2009 and tenant satisfaction levels of the repairs service have remained consistently between 98 - 99%.

Our procurement policy and process is not the only way that we set out to ensure value for money and high levels of tenant satisfaction. Once the contracts have been awarded the contracts are managed rigorously. Regular meetings are held between the contractors and staff team, for the repairs and major improvement contracts post inspections and tenant satisfaction surveys are carried out and for the Estate Maintenance and stair cleaning contracts regular inspections are carried out by the staff team, resident satisfaction surveys issued and regular monitoring and progress meetings are held.

Our planned major repairs programme again achieved its targets within budget and timescales with tenant satisfaction levels extremely high.



34

Properties within the Tormusk area received new UPVC double glazed windows and veranda doors improving the thermal quality of the homes and ensuring the EESSH 2020 standard is met.



48

Properties within Hoddam extension received new UPVC double glazed windows and flat doors improving the thermal quality of the homes and ensuring the EESSH 2020 standard is met.



35

Closes in the Tormusk area were painted to a high standard.

One of the aims of the Association is building a strong community through tenancy sustainment.

To assist tenants to remain within their homes, the Association carries out Stage 3 adaptations, which range from fitting external handrails to wet floor shower rooms.

A total of £51,493 was spent on carrying out these adaptations in 2017/18, however we received a total of £28,207 in grant funding towards this work from Glasgow City Council.

“Every member of staff is encouraged to try and seek improved value in everything we do.”

Fiona McGowan
Director of Operations



Tenants' Charter Report Card 2018

Introduction

Fiona McGowan, Director of Operations, Cassiltoun Housing Association



Welcome to Cassiltoun Housing Association's fifth annual Tenants Charter Report Card. The "Social Housing Charter" which was introduced by the Scottish Government on 1st April 2012 is truly embedded into the culture here at Cassiltoun Housing Association. Contained within this report you will find information on how Cassiltoun Housing Association have performed over a range of areas set out in the Charter standards and outcomes with comparisons to the Scottish Average and other local Associations'. I am delighted to report that we have outperformed many of our targets and improved in some areas on last year's excellent performance, whilst continuing to provide a high quality customer service and value for money for our tenants' rent money.



The Cassiltoun Standard

Cassiltoun Housing Association prides itself on our high standards of performance, customer service and satisfaction. In order to ensure that we maintain these standards, we rigorously monitor our performance against the targets that we set each year which are contained within our Operations Service Plan. This is reported quarterly to our Operations Sub Committee, Focus Group and published in our quarterly newsletters.

I am delighted that the information contained within this report illustrates that our performance for the financial year 2017/18 has remained strong and demonstrates some improvements on our 2016/17 performance. We know that our performance compares favourably against the Scottish average and also that of neighbouring Housing Associations which we will demonstrate throughout this report.



Homes and Rents

Value for Money

Cassiltoun Housing Associations believes that it is vital in this economic climate that we demonstrate excellent value for money for the rent money that our tenant's pay. We were delighted that in our Tenant Satisfaction Survey, carried out in 2016 in line with the Scottish Housing Regulator's guidance, nearly 79% of our tenants felt that the rent that they paid for their property represented good value for money. To demonstrate this, detailed here are the average rent increase and average rents compared to the Scottish average and some locally based Housing Associations. As you can see although Cassiltoun's rent increase was slightly above the Scottish Average, our weekly rents compare very favourably against the Scottish Average and that of our neighbouring Housing Associations.

It is vitally important for the Association to collect as much of the rental income that is due as is possible. This is done through rent management (collecting rents and reducing arrears) and void management (letting empty properties as quickly as possible). The total rent due to Cassiltoun Housing Association for the year was **£3,730,884** of which we collected **99.32%** compared to the Scottish Average of **99.38%**. **We receive housing cost direct (Housing Benefit) for 708 households which equates to a value of £2,137,756.**

As you can see, Cassiltoun's performance benchmarks strongly against the Scottish Average and our neighbouring Associations. However we wrote off a total of £21,862 in former tenant arrears as we were unable to recoup this money. (59.35%).

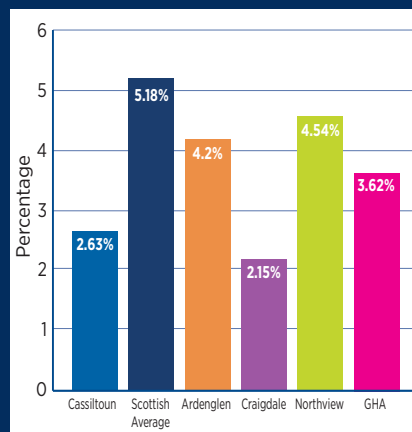
2017/18 Rent Increase

Cassiltoun	Scottish Average	Ardenglen	Craigdale	Northview	GHA
4.4%	3.21%	3.0%	2.0%	3.8%	3.2%

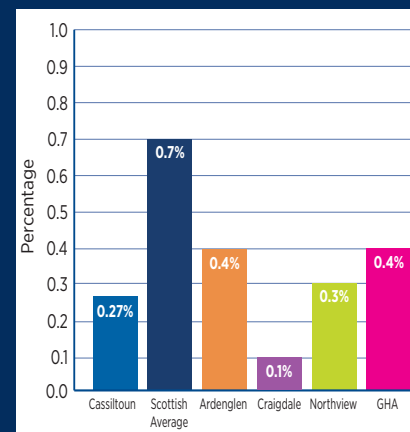
Average Weekly Rents

Size of home	Cassiltoun	Scottish Average	Ardenglen	Craigdale	Northview	GHA
2 Apartment	£68.64	£73.33	£66.79	£66.81	£65.79	£73.40
3 Apartment	£71.49	£74.94	£73.66	£71.20	£81.69	£79.19
4 Apartment	£81.44	£81.37	£82.05	£80.58	£90.79	£92.71
5 Apartment +	£93.38	£90.39	£93.51	£84.05	£101.40	£101.72

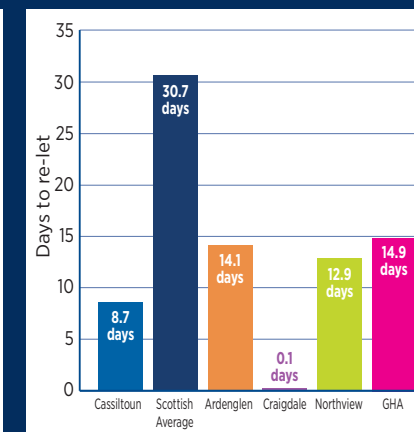
Total Rent Arrears



Void Loss











Average days to re-let



Tenant Satisfaction








Quality and Maintenance of Homes

Key Points:



-  **2.01 hours** was the average time taken to complete emergency repairs compared to the **Scottish average of 4 hours**. This is a fantastic performance and a credit to the partnership working between the Association and our Reactive Repairs contractor City Building LLP.
-  **3.62 days** was the average time taken to complete non-emergency repairs compared to the **Scottish average of 6.4 days**.
-  **92.44%** of reactive repairs were completed 'right first time' compared to the **Scottish average of 92.2%**.
-  **99.38%** of reactive repairs appointments were kept compared to the **Scottish average of 95.5%**.
-  **97.77%** of tenants who had repairs or maintenance carried out were satisfied with the service they receive compared to the **Scottish average of 92.1%**.
-  **100%** of properties with a gas safety certificate renewed by the anniversary date compared to the Scottish average of **99.81%**.
-  **99.28%** of Cassiltoun's homes met the Scottish Housing Quality Standard compared to the Scottish average of **94.2%**.
-  **3.59** average of reactive repairs carried out per property as compared to the Scottish average of **3.41**.

During November 2016, an independent Tenant Satisfaction Survey was carried out in line with Scottish Housing Regulator's Guidance and achieved a 40% response rate.

We were delighted with the results which are shown below:

		Cassiltoun	Scottish Average
	Percentage of tenants satisfied with overall service provided by landlord.	90.44%	90.5%
	Percentage of tenants who feel landlord is good at keeping them informed about services and decisions.	96.08%	91.7%
	Percentage of tenants satisfied with opportunities given to them to participate in landlords decision making.	85.78%	85.9%
	*Percentage of tenants satisfied with the standard of home when moving in.	87.21%	90.24%
	Percentage of tenants satisfied with the quality of home.	85.29%	87.9%
	Percentage of tenants satisfied with repairs service.	99.45%	92.13%
	Percentage of tenants satisfied with management of neighbourhood.	86.76%	88.0%



-  Worse than the Scottish Average
-  Similar to the Scottish Average
-  Better than the Scottish Average

*This question is now asked at every new tenant visit in order to improve our service and quality standard of our homes.

Complaints

The Association has a Complaints Policy and Procedure in line with the SPSO's model guidance. Whilst we endeavour to get our services and those of our contractors right first time, in reality we recognise that this does not always happen and welcome complaints from our tenants and service users. By monitoring and assessing the complaints that we receive, we learn where mistakes have been made and learn from these in order to improve both our own and our contractors' performance and service provided.

In 2017/2018:

- No complaints were received regarding equalities issues.
- 89 complaints were received regarding non-equalities issues.
- 89 were responded to in full, in line with the Association's Complaints Policy at 1st stage complaint.
- 4 then moved to 2nd stage complaint
- 68 - 1st stage complaints were upheld (76.40%)
- 2 - 2nd stage complaint was upheld (50%)
- 93.26% 1st Stage Complaints were responded to within SPSO timescales
- 100% 2nd Stage complaints were responded to within SPSO timescales

What we learned:

Area of Complaint	Substance of Complaint	Outcome
Services (Association)	New tenant not happy with condition of property when moving in – items damaged that require to be replaced.	Apologised to tenant and repair work completed. Moving forward Technical Officer post inspecting every void property to ensure that required repair works have taken place and housing officer carry out date of entry with tenant in property to ensure that required works are identified and completed prior to new tenant moving in.
Policy and Procedures	Tenant believes a property should have been let to them and believes property has been let unfairly.	Let was audited and had been allocated in line with policy and procedure. Letter issued to tenant advising this and training session carried out with staff to ensure that during housing options and any subsequent interviews tenants' expectations are managed appropriately.
Communication	Repair work to tenant's property arranged but contractor did not show up and no contact made with tenant.	Apologised to tenant and spoke to contractor who arranged to go out the same day after hours to suit the tenant.



Tenancy Sustainment

As we are a community based organisation, our community is at the heart of everything that we do. In order to maintain our community, we need to ensure that tenancies are sustained and turnover of our properties remains low.

Therefore, in order to assist our tenants to remain within their own homes as their needs change, the Association each year carry out various medical adaptations, which includes walk in showers and handrails.

In 2017/18 the Association:

- Had 22 requests for medical adaptations on the list
- Completed 22
- Averaged 67.5 days to complete from receipt of applications.

The tables detail our lets for the years 2016/17 and 2017/18, our housing lists and tenancy sustainment information.

Factored Owners

Our factored owners are an integral part of our community and access many of the services that we provide. In November 2016, a satisfaction survey was issued to all our factored owners, however only 21 returns were received. Of these returns, 80.95% were satisfied with the service that they received, which is one of the things that we aim to improve on. However our Annual Management Fee per factored property is £90.90, just above the Scottish Average of £86.79.

Lets 2017/18	
Percentage of lettable houses that became vacant	9.58%
Existing Tenants	12
Waiting List	60
Section 5 Referrals (homeless)	19
Total	91
Average time to re-let properties	8.66 days

Housing List 2017/18	
New applicants added to list	309
Applicants on list at end of reporting year	376
Applications cancelled	255
Section 5 Referrals received	50

Court Actions	
Number of abandoned properties	11
Court Actions initiated 2017/18	24
Properties recovered for non payment of rent	3
Number of Notice of Proceedings for Recovery of Possession issued	67
Number of Decrees for Eviction granted	6

Lets 2017/18 where the tenancies have been sustained for more than 1 year	
Total Lets	71
Total Sustained	61
Existing tenants % sustained	71%
Section 5 Referrals (homeless) % sustained	89.5%
Waiting list % sustained	89.5%
Total	86%

Anti-Social Behaviour	
Number of cases reported 2017/18	105
Cases Resolved 2017/18	103
Cases resolved within locally agreed targets	102
Percentage resolved within agreed targets	97.14%



In Summary

How has Cassiltoun Housing Association performed?

When we compare our Charter Indicator performance against local landlords and the Scottish average performance for all landlords the evidence points to a consistent strong performance.

For example:

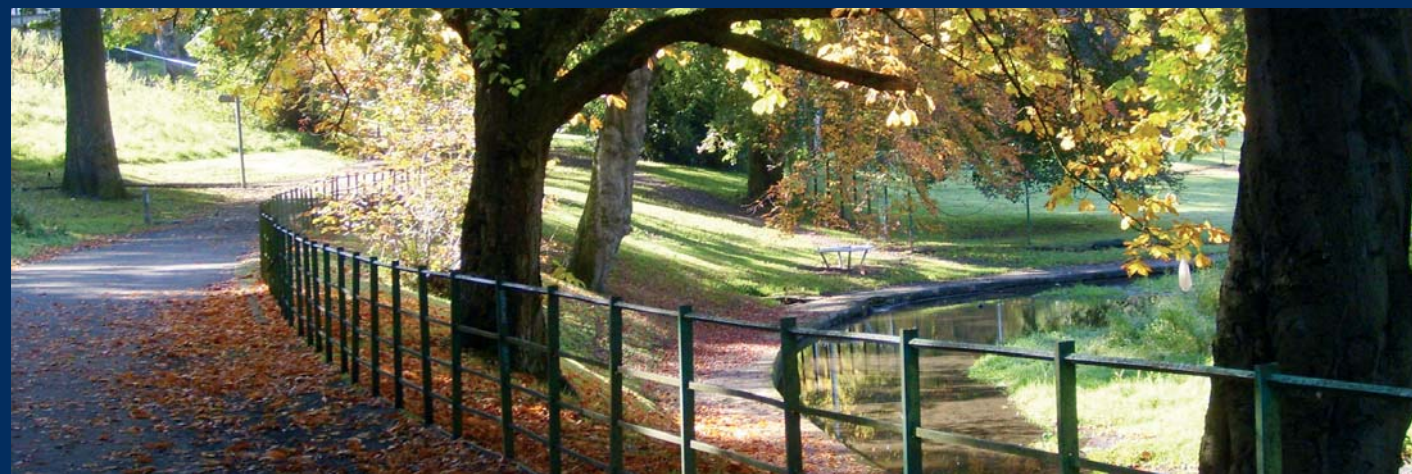
- Our rents are competitive
- Satisfaction levels are high
- Our housing stock is in good condition
- We complete emergency and non-emergency repairs quickly
- We collect our rents
- We do not lose excessive rental income due to re-let performance.

Last year the Association identified one area for improvement which is a work in progress until our next Tenant Satisfaction Survey is carried out 2019:

- Overall Tenant Satisfaction.

However, the Association have identified that we still require to improve on the following area:

- Our Void Property standard which is the standard of our homes when tenants are moving in.



You can get further information on the Social Housing Charter in a number of ways.

1. If you have internet access then visit the Scottish Housing Regulator's website (www.scottishhousingregulator.gov.uk). The website contains detailed information about the Charter and the Indicators.
2. Visit Cassiltoun Housing Association's website (www.cassiltoun.org.uk) and check out the Charter Section and read previous newsletters with Charter information.
3. If you would like to receive a paper copy of the summary contact our office, 59 Machrie Road, Glasgow, G45 0AZ. Tel: 0141 634 2673.



Value for Money in Finance

Our Director of Finance and IT, Gamal Haddou, explains how he led improving and achieving greater Value for Money this year.

CAF Bank Loan Procurement

Specialist advice was sought to help analyse the lending market and approach competitors to High Street banks for £5m - £6m loan facilities to support the developments at Barlia Drive, Terrace and Castlemilk Drive. Ten banks responded and the most advantageous being CAF Bank was invited to discuss their proposal and how they add value to us and society. During negotiations their arrangement fee was reduced by £13,000 to help finalise the deal. Overall the competitive procurement of loan finance provided by the Board with assurance that the Association achieved the best deal possible.



Insurance Renewal

The Association previously used Towergate to broker insurance over the main business risks and for our subsidiaries. However it was felt that better economies could be achieved by bundling products differently and using an on-line method of inviting quotations. **Bruce Stevenson brokers were selected to test the market for us and we had a good response rate which resulted in keeping the same excesses and a saving of £30,000 compared to the year before.** This helped offset the costs of two large property claims made in recent years and also allowed Cassiltoun Trust to benefit from the size and scale of the Association.



Business Planning Review

With the assistance of specialist advice for obtaining the loan facility to examine the Association's business plan to check its robustness and accuracy. **This meant just one exercise to understand the business and the effects of more property rental income but higher loans and interest payments. We managed to negotiate a reduced fee to combine both pieces of work and carry this out around the same time.** Maximising the best value for money from this piece of work **reduced potential cost.**

Gamal Haddou
Director of Finance



Financial Highlights



We performed well in the year despite the economic and welfare reform challenges facing our sector. Our rental trading income was in line with budget and we remain confident about the future.

The year saw our new accounting rules fully embedded which requires us to show £575k of historical grants allocated into the year. This makes comparability to real cash income more difficult but the results above come from the audited accounts.

Rental income is an inflationary increase of 2% and the flurry of right to buy sales resulted in a small surplus. Management costs were maintained at close to last years level and the major repairs figure is spending going through the income & expenditure account whereas a further £984k is treated as capital expenditure and enhances our assets on the balance sheet.

Overall the factoring service made a small loss which is similar to previous years although 2015/16 included an anomaly. Spending on our wider role activities

increased this year to reflect our diverse actions and salaries were higher due to temporary staffing posts. Interest paid on loans was again lower than the previous year and we pay between 0.8% and 6.4% for borrowing, with a large proportion being on a fixed rate.

The impact of welfare reform remains limited although owners debt has increased. Balance sheet additions to our properties totalled £1,043k which includes purchasing the land at 6 Barlia Street which was the old local repairs team site, together with grants of £240k towards this and medical adaptations. By the end of the year these grants along with revenue grants helped increase the bank balance by £559k and this shows that monies are ploughed back into providing services, maintaining properties and having internal funds to support our development proposals for 2018.

Gamal Haddou
Director of Finance



Children create a woodland picture

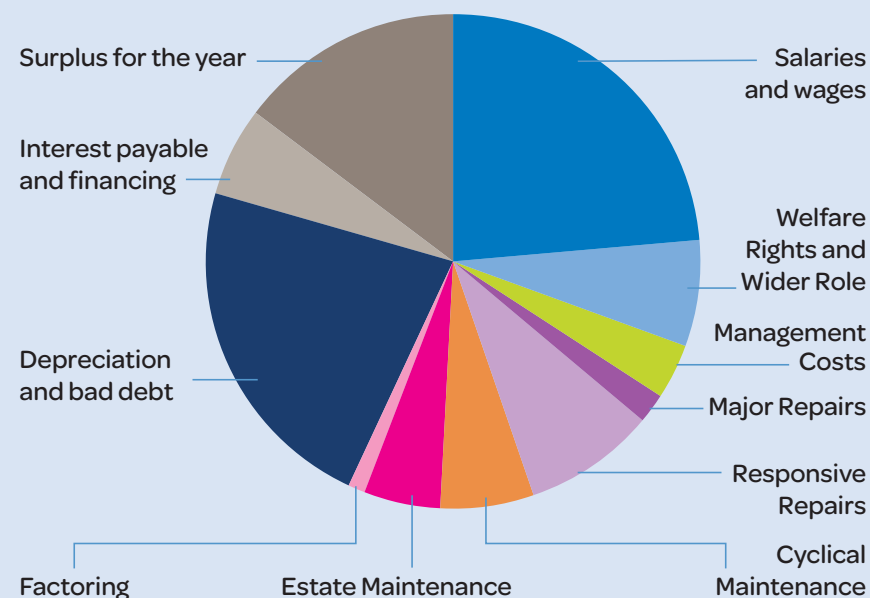
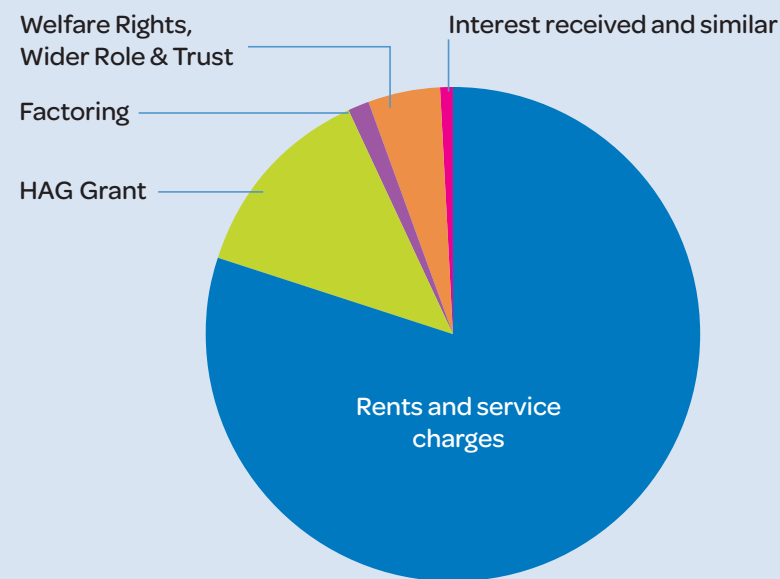
Key Financial Information	2017/ 2018	2016/ 2017
Association		
Staff Costs / Turnover	23.0%	23.0%
Management Administration Costs / Turnover	22.7%	26.5%
Reactive Maintenance / Turnover	13.2%	12.6%
Loan Interest Payable / Turnover	5.4%	5.8%
Current Ratio (current assets / current liabilities)	2.9 times	3.2 times
Bank Loan Interest Cover (operating surplus / bank loan interest)	2.6 times	3.5 times
Asset cover (total assets less current liabilities / creditors > 1yr)	1.3 times	1.2 times
Debt per Housing Unit	£6,986	£7,265
Group		
Staff Costs / Turnover	25.5%	25.2%
Management Administration Costs / Turnover	19.7%	21.0%
Average number of days to pay suppliers	21 days	20 days

Income (£000s)

	2017/18	% of income	2016/17
Rents and service charges	3,937	82.2%	3,882
Proportion of HAG grant (not cash)	645	13.5%	575
Factoring	64	1.3%	54
Welfare Rights, Wider Role & Trust	234	4.9%	252
Surplus /(loss) on RTB or property disposal	(125)	-2.6%	11
Interest received and similar	35	0.7%	45
Total income	4,790		4,819

Expenditure (£000s)

	2017/18	% of income	2016/17
Salaries and wages	1,141	23.8%	1,096
Welfare Rights and Wider Role	325	6.8%	318
Management costs	175	3.7%	335
Major repairs	101	2.1%	57
Responsive repairs	407	8.5%	376
Cyclical maintenance	291	6.1%	263
Estate maintenance	241	5.0%	221
Factoring	58	1.2%	61
Depreciation and bad debt	1,074	22.4%	1,070
Interest payable and financing	285	5.9%	317
Total expenditure	4,098		4,114
Surplus for the year	692	14.4%	705



Current Staff – October 2018

Charlie Millar	Chief Executive Officer
Gamal Haddou	Director of Finance
Fiona McGowan	Director of Operations
Clair Malpas	Regeneration Manager
Paula Brownlie	Corporate Services Manager
John Williams	Housing Manager (Property)
Clare MacLean	Housing Manager (Services)
Lorna Leishman	Finance Officer
Donna Fullerton	Welfare Rights Officer
Anne Miller	Financial Inclusion Officer
Patricia McKenna	Community Development Officer
James Docherty	Technical Officer
Stuart Whittaker	Community Woodland Officer
James Wilson	Housing Officer
Grant Kennedy	Housing Officer
Karen Graham	Corporate Services Assistant
Catherine Reilly	Housing Assistant
John Brown	Housing Assistant
Connor McLean	Advice Assistant
Lisa Tomlinson	Receptionist

Jenna Laing	Finance Assistant
William Reynolds	Handyman/Estate Caretaker
Ainsleigh Maguire	Customer Services Assistant
Amanda McDermott	Customer Services Assistant
Emma Scott	Customer Services Assistant (Technical)
Steven Cole	Estates Assistant
Stephanie Browne	Temporary Admin Assistant (Regeneration)
Kimberley Lee	Assistant Receptionist (CJS Placement)
Cathy Malone	Cleaner

Board of Management – August 2018

Anna M Stuart MBE	Chair
George Kelly	Vice Chair and Treasurer
Evelyn Ferguson	Secretary
Teresa McGowan	Board Member
Adam Milligan	Board Member
William Craig	Board Member
Teresa Sadler	Board Member
James Garrow	Board Member
Julie McNeil	Board Member
Debbie Mackenzie	Board Member
Donna Ferguson	Board Member



Cassiltoun Housing Association Board of Management

Registration particulars

Financial Conduct Authority

Co-operative and Community Benefit Societies Act 2014 • Registered Number 2190 R(S)

Scottish Housing Regulator

Housing (Scotland) Act 2010
Registered Number 84

Office of the Scottish Charity Regulator

Charities and Trustee Investment (Scotland) Act 2005
Scottish Charity Number SC 035544

Auditor

Scott-Moncrieff • 25 Bothwell Street • Glasgow G2 6NL

Banker

Bank Of Scotland
82 Main Street • Rutherglen G73 2HZ

Solicitor

T C Young • 7 West George Street • Glasgow G2 1BA

Our 18th year of Operation

After all our 10th Anniversary celebrations in 2017, this year we have re-focused on our strategic and operational aims and delivering programmes that offer a range of opportunities for local people.



I would like to thank all the members of the Cassiltoun Trust Board, our funders and partners, local volunteers and staff of the Housing Association without whom we would not be able to deliver these fantastic events.

Our 18th Year of Operation

This year, we have continued to deliver our highly regarded 'Paths to Employment' employability programme in partnership with The Conservation Volunteers (TCV) and funded by Central Scotland Green Network Trust, People and Communities Fund, Glasgow Housing Association and Cassiltoun Housing Association. Participants have moved into employment and/or have remained as volunteers within the woodland. The project continues to make a fantastic difference to Castlemilk Park, maintaining and improving this green space for everyone in Castlemilk.

We launched our 10 year 'Community Bursary' offering an annual one-off grant to local students. We were delighted with the quality of the applicants and were pleased to offer a grant to a local resident who is a studying for a degree through a distance learning programme. She takes an active interest in the work that we do, volunteering in the woodland and contributing to ideas and plans for our work in the future.

The Stables hosts a Community Gardening Group, Stables Studio art programme, creative writing group, youth group and Revive health and wellbeing group. It is a well-loved building that provides a positive and welcoming environment for people to meet, learn new skills and keep physically and mentally active.

The Trust continues to receive visitors from across the UK to learn about the work that we deliver. Despite being a building that always has its 'doors open' we are always pleased to welcome new visitors on Doors Open Week in September each year. This year as well as people from Glasgow we had visitors from all over England, Edinburgh and Aberdeen. All visitors leave with a positive story of how the regeneration of Castlemilk, the Stables and woodland has impacted on the people who live in the area.

Anna M Stuart MBE *Chair Cassiltoun Trust*



Cassiltoun Trust Board Business Planning Day 2018, hosted at Glasgow City Chambers



Cassiltoun Trust Board Business Planning Day 2018, hosted at Glasgow City Chambers

Strategic Aims

To empower our local community and extended communities to make positive changes in their lives by providing education/training, employment, health and leisure time opportunities.

Promote, enhance and preserve the public's knowledge of Castlemilk's rich history.

To continue to preserve the historical and architectural significance of Castlemilk Stables for the local and extended community and to promote the preservation of other historical landmarks in the area.

To promote, influence, implement and participate in local and national strategies that assist and drive community led economic regeneration and development.

To achieve the delivery of its strategic objectives, the Trust currently relies on the assistance of its parent organisation, Cassiltoun Housing Association Limited, with both a management agreement and in kind support, providing experienced staff and administration to support effective governance.

Both the Trust and Cassiltoun Housing Association Limited have been successful in attracting funding to support learning, education and training activities which will be delivered from the Stables and ensures the building remains as a community asset. In addition, office and meeting facilities are offered to groups or businesses.



Trust Operational Objectives

- 1 Support Board members to sustain and improve their skills and knowledge to help ensure that they are as effective as possible.
- 2 To maintain and develop the Stables external environment including the community orchard and garden by working in partnership with local agencies and Castlemilk community to maximise the use of our assets.
- 3 Continue to develop partnerships both new and existing; with local voluntary and statutory groups who can assist the project achieve its education, learning and regeneration targets.
- 4 Maximise income by seeking opportunities to deliver profitable events and to monitor our expenditure.
- 5 To develop Castlemilk Park with our strategic partners to ensure that the needs and aspirations of the local community are given the opportunity to be realised.
- 6 Promote the objectives of Cassiltoun Trust further within Castlemilk and the wider regeneration community.
- 7 To participate in the 2019 Glasgow Doors Open Day Festival and wider events being held in Glasgow.
- 8 To keep heating options under review.

Operational Review and Achievements



This year the Communities team provided over 100 free activities including a festival of sports, youth activities, a pumpkin festival, health walks and an international peace day event. The activities attract people from across Glasgow to come and visit the Stables and the adjacent woodland.

In October 2017, along with Glasgow Museums and Cassiltoun's 'How Old are Yew' Group we renewed our museum case with a display which looked at the 'Life of William Gilchrist'.

The community garden continues to support education, social engagement and activity for volunteers and, with the funding from DTAS (Development Trust Association Scotland), we were able to assist vulnerable people mitigate the impact of Welfare Reform.

The work of Cassiltoun Trust continues to receive recognition externally and the Trust has been the host to a number of visitors. The Stables has also won 9 significant awards including the prestigious architectural awards listed below and it is a Glasgow Landmark Building. Awards won include:

- 2007 Georgian Group Architectural Award
- Glasgow Architects Gold Medal 2007
- Civic Trust UK Award 2008
- The RIAS Scottish Building of the year 2008
- Scottish Civic Trust My Place Award 2010

Financial Review

After signing some new rental leases in March 2017, the Trust achieved a small surplus in the year which was a little above the budget expectation. The high costs and repairs to the heating system have been offset with the new income stream. The central heating system replacement is under review whilst a temporary solution has been implemented to keep working areas warm. Mainstream trading income was in-line with expectations. The business plan demonstrates the Trust undertaking its planned activities and maintenance requirements whilst allowing for some periods of vacant occupancy.

The financial results of Cassiltoun Trust are as follows:

	2018 £	2017 £
Funds balance brought forward	475,475	355,434
Surplus / (loss) for the year	6,717	120,041
Funds balance carried forward	482,192	475,475

Plans for the Future

The Trust continues to seek funding and strategic partners to continue with its regeneration plans for Castlemilk Park.

In addition, consultants are exploring whether some use can be made of part of the underfloor and central heating system to improve comfort levels in the winter.

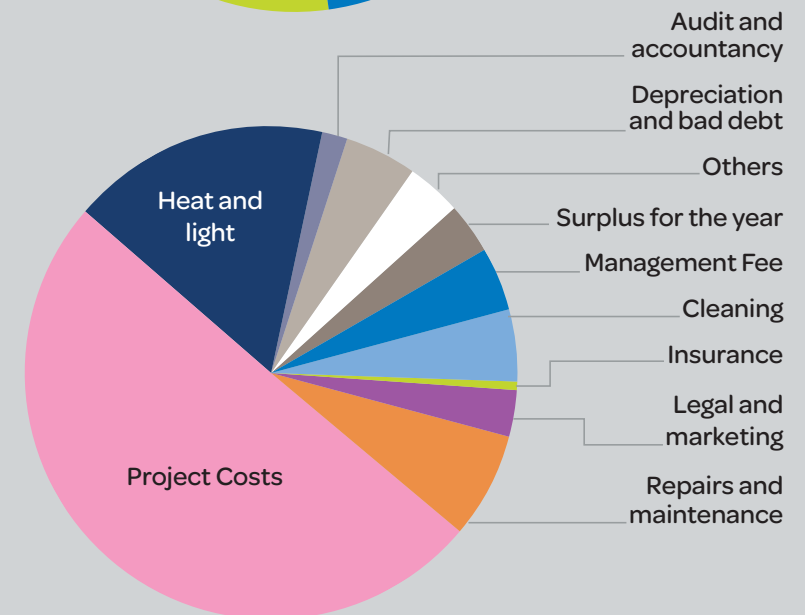
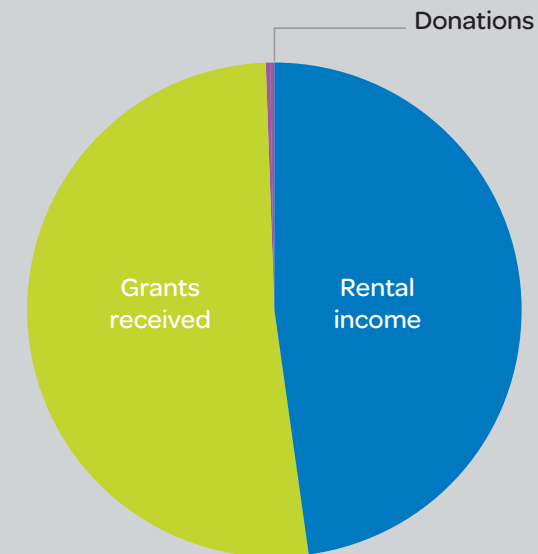
Financial Highlights

The Trust had a more normal year of financial results without the exceptional £133k other income showing last year. The recurring trading was in line with expectations except for some heating repairs and other small water ingress repairs that arose during the year. Project costs are £107k of which the biggest activity continues to be the Park Employability project which is now in its sixth year. Rental income is a 3% inflationary increase from last year plus a new £30k office rental to the housing association. There are inter company Cassilton group agreements in place covering the office space rentals. No bad debts exist and the bank balance increased by £31k as a result of the new rent. The office building remains valued at £470k together with £9k of other assets.



Income (£s)	2017/18	% of income	2016/17
Rental income	102,600	47.9%	85,974
Grants received	110,910	51.8%	111,701
Donations	660	0.3%	230
Other	0	0.0%	132,884
Interest Received	15	0.0%	12
Total income	214,185		330,801

Expenditure (£s)	2017/18	% of income	2016/17
Management fee	9,390	4.4%	8,856
Cleaning	9,850	4.6%	8,532
Insurance	1,529	0.7%	7,923
Legal and marketing	6,530	3.0%	3,175
Health and safety	-	0.0%	2,631
Repairs and maintenance	14,938	7.0%	10,778
Equipment	0	0.0%	1,060
Project costs	107,368	50.1%	109,280
Heat and light	36,688	17.1%	39,665
Audit and accountancy	3,725	1.7%	3,400
Depreciation and bad debts	9,777	4.6%	10,320
Others	7,673	3.6%	5,140
Total expenditure	207,468		210,760
Surplus for the year	6,717	3.1%	120,041



General Reserves

It is the policy of the Trust to maintain unrestricted funds, which are the Trust's free reserves, at a level to provide sufficient funds to cover maintenance, administration and support costs.

Going Concern

The Board of Trustees has reviewed the results for this year along with projections for the next 25 years. It therefore has a reasonable expectation that the Trust has adequate resources to continue in operational existence for the foreseeable future. For this reason, the going concern basis has been adopted in these financial statements.

Structure, governance and management

Cassiltoun Trust has a Board of Trustees who have the responsibility to ensure that the business achieves its strategic and operational aims and objectives.

The Trust reviewed its business plan which sets out to describe:

- Its strategic aims
- Management arrangements
- Operating environment
- Policy and procedure implementation
- Operational objectives
- Risk analysis

Our governing body is our Board of Trustees. They report at least annually to Cassiltoun Housing Association Limited. Management of the day to day activities is performed by

Cassiltoun Housing Association Limited, via a service agreement, which provides financial, human resource and governance support. Trustees serve in a voluntary capacity and we recognise that this puts even more onus on us to ensure that we set and achieve high standards of professionalism in our work.

The charitable company has a Memorandum and Articles of Association which establish the objects and powers of the charitable company and details how it is to be governed.

Board of Trustees

Anna M Stuart MBE	Chairperson	
Christine Devine	Vice-Chairperson	
Charlie Millar	Treasurer	
Charlie Turner	Board Member	
Lewis MacSween	Board Member	
Councillor Malcolm Cunning	Board Member	(Resigned 14 Sept 2017)
Glenn Elder	Board Member	(Appointed 6 Sept 2017)
James Garrow	Board Member	(Appointed 6 Dec 2017)
Teresa McGowan	Board Member	(Appointed 6 Dec 2017)
Lesley Blair	Board Member	(Resigned 14 Sept 2017)
Adam Milligan	Board Member	(Resigned 6 Sept 2017)

The Board of Trustees are the appointed Directors listed at Companies House. Cassiltoun Housing Association Limited has the power to appoint two members of the Board of Trustees. All other Directors are elected by ballot from nominations put forward by the remaining members of the Trust.

Reference and admin details

Cassiltoun Trust is a company limited by guarantee and not having a share capital, with a company registration number SC205629. It is recognised as a charity for tax purposes by HMRC and by the Office of the Scottish Charities Regulator (reference number SC030310).

Each member has undertaken to contribute an amount not exceeding £1 towards any deficit arising in the event of the charitable company being wound up. The financial statements comply with the Companies Act 2006, the Charities and Trustee Investment (Scotland) Act 2005, Regulation 8 of the Charities Accounts (Scotland) Regulations 2006 (as amended), the Trust's Independence Agreement of November 2012, Financial Reporting Standard 102 and the relevant Statement of Recommended Practice (the Charities FRS 102 SORP).

Registration particulars

Registered at Companies House

Registration Number SC205629

Office of the Scottish Charity Regulator

Charities and Trustee Investment (Scotland) Act 2005
Scottish Charity Number SC030310

Auditor

Scott-Moncrieff • 25 Bothwell Street • Glasgow G2 6NL

Banker

Bank Of Scotland • 82 Main Street • Rutherglen G73 2HZ

Solicitor

T C Young • 7 West George Street • Glasgow G2 1BA

Chair's Report



Creating a Vision and Mission

As a Board and staff team we have been busy developing a vision and mission for the Nursery. Together we have decided on:

Vision

To enrich our nursery community through high quality childcare enabling all to reach their full potential.

Mission

Our Mission is to create a stimulating environment offering children space to grow as individuals through learning and play. We will accomplish open ended learning opportunities for children and staff and help our community thrive.



The focus of activity this year has been on our outdoor programme. This has been with the collaborative local initiative – the Welly Wanderers - and with our own outdoor provision. The children and staff really enjoy making use of the fantastic greenspace which surrounds the Nursery and can be used for both play and physical and educational development.

This year the Nursery was successful in its application for the Aspiring Communities Fund. This funding has allowed us to open a new room, recruit new staff and take on more children. We now have the capacity to offer 55 full time childcare spaces.

I would like to thank all the staff of the Nursery for their hard work and also the other members of the Nursery Board for continuing to oversee the work of the Nursery.

Care Inspection and Improvement Planning

In December 2017 we received an unannounced Care Inspection Visit. We were pleased to get graded 4 out of 6 on the areas that were inspected and we welcome both the positive comments and the constructive feedback given in the report. The report recognised that our care plans had 'meaningful observations' and that Nursery staff had an 'a nurturing, positive manner'.

As a partnership nursery we work with Glasgow City Council and their 'Leaders in Early Learning' to identify service improvements and submit annual Service Improvement Plans which highlight the work we are doing.

Parent Involvement

The Nursery continues to involve parents and their views in the work that we do. We have a parent member on our Board and we encourage parents to give us regular feedback about the services we provide. This is done formally through consultations and also informally when parents come to pick up their children or at regular parents evenings throughout the year.

Graduation

Our 15 graduates sang in Spanish to entertain their families at this year's graduation. The children had enjoyed their Spanish lessons at Nursery and wanted to use some of the songs they had learnt as part of their show.

Education and staff development

We are really proud of the training and development opportunities we offer to our staff. This year staff continued with their CPD, we have two staff working towards their BA in Childhood Practice and staff completing their level 3 and level 4 SVQ's.

George Kelly

Chair

Cassiltoun Stables Nursery





The Board of Trustees have pleasure in presenting their Report and the Financial Statements for the year ended 31 March 2018.

Objectives and Activities

The principal activity of Cassiltoun Stables Nursery Limited is to provide a first class childcare facility for 0-5 year olds set alongside a local woodland and outdoor natural environment. We aim to support parents returning to work, gaining employment or attending college with each child nurtured and encouraged to grow physically, emotionally, intellectually and morally.

The Nursery follows the principals of GIRFEC (Getting It Right For Every Child) and SHANARI (Safe, Healthy, Active, Nurtured, Achieving, Respected and Included) and the Curriculum for Excellence. The Nursery is innovative and encourages even the youngest children to make choices and communicate likes and dislikes.

Operational Review and Achievements

Registration with the Care Inspectorate was achieved in early 2013 and during the past year we have increased our registration to add an additional 15 spaces, taking our registration to 55 available spaces. We have 76 children attending the nursery on a full/part/term time basis which equates to 43 full-time equivalent (FTE) children, an increase of 7 from last year.

In the summer we held our graduation ceremony for

the children who are moving up to primary school. This annual event is a celebration for children and their parents of the progress they have made during their time with us.

This year we also had a successful care inspection which can be seen on the Care Inspectorate website at: <http://www.careinspectorate.com/index.php/care-services>

The Nursery continues to provide partnership placements with Glasgow City council and provide a variety of training and student placements.

Financial Review

The early years of deficit trading and building up the business has now switched to being profitable, making a healthy trading surplus of £27k on the back of largely fixed support and accommodation costs but greater children numbers. Staffing costs increased in proportion to the new numbers and old historical bad debts arising in the first few years have been eliminated.

Grant funding of £49k supplemented direct trading income of £341k. The award from Aspiring Communities Fund allowed us to increase our staff team and offer more activities in the woodland.

At the Balance Sheet date the Nursery has an improved Unrestricted Funds deficit of £39k. We expect that this will be eliminated over the next 2 years through continued surpluses being generated.

Plans for Future Periods

We are exploring how we can contribute to the Scottish Government's target to provide increased access to childcare by 2020. We will be reviewing our outdoor programme and exploring how this can be sustained. In March 2018 we were awarded funding from Castlemilk and Carmunnock Community Windpark Trust which will allow us to redevelop our garden space.

General Reserves

It is the policy of the Nursery to build up unrestricted reserves after the initial early years of trading losses. These will then be maintained at a level to provide sufficient funds to cover the costs of providing childcare and the associated management and administration expenses.

Going Concern

The Board of Trustees has reviewed the results for this year and has also reviewed projections for the next 10 years. The Nursery is no longer reliant upon the support of Cassiltoun Housing Association Limited to continue to operate as a going concern and is now trading profitably. Nevertheless the Board of the Housing Association has signed a letter of support confirming that the Association will support the Nursery for a period of 12 months from the signing of these financial statements. The going concern basis has been adopted in preparing these financial statements.

Financial Highlights



The Nursery completed its fifth full year of trading with childcare income significantly higher than last year, up by 13%. As a result of increased children numbers, wages were also higher than a year ago for some newly created posts, but much of this was funded through the £49k of grants awarded.

After wages the next highest costs are accommodation and food for the children.

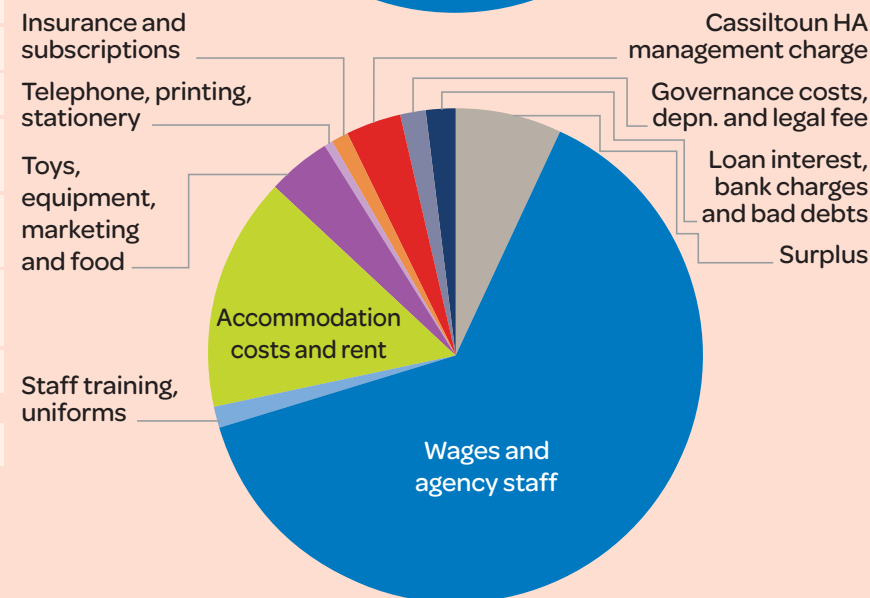
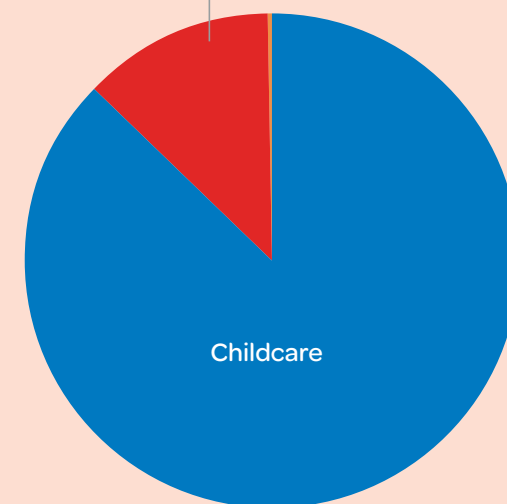
The Housing Association's management fee discount subsidy has now come to an end and covers the cost of providing finance, HR and management services. It is pleasing to report that the Nursery made a higher surplus of £27k this year and forecast children sales for 2018/19 are £395k.



Income (£s)	2017/18	% of income	2016/17
Childcare	341,073	87.3%	300,884
Grants received - other	49,240	12.6%	18,139
Donations	200	0.1%	770
Total income	390,513		319,793

Expenditure (£s)	2017/18	% of income	2016/17
Wages and agency staff	247,997	63.5%	206,711
Staff training, uniforms	4,920	1.3%	2,425
Accommodation costs and rent	59,674	15.3%	50,525
Toys, equipment, marketing and food	16,980	4.3%	13,098
Telephone, printing, stationery	1,773	0.4%	1,918
Insurance and subscriptions	4,611	1.2%	4,904
Cassiltoun HA management charge	13,800	3.5%	6,708
Governance costs, depn. and legal fee	6,216	1.6%	6,027
Loan interest, bank charges and bad debts	7,774	2.0%	8,236
Total expenditure	363,745		300,552
Surplus/(deficit) for the year	26,768	6.9%	19,241

Grants Received





Structure, governance and management

They report at least annually to Cassiltoun Housing Association Limited. Management of the day to day activities is performed by the paid team of staff who are supported by Cassiltoun Housing Association Limited which provides financial, human resource and governance support under a service level agreement.

Trustees are appointed from the Board of Cassiltoun Housing Association Limited on the basis of their interest in childcare and early learning, from current or previous nursery managers and a place is reserved for a current parent.

During the year Trustees have received a formal appraisal and assessment carried out by an external consultant with training plans created to improve knowledge and increase effectiveness.

Reference and admin details

Cassiltoun Stables Nursery Limited was incorporated on 9 May 2012 and is a company limited by guarantee and not having a share capital. Its registered number is SC423689.

It is recognised as a charitable company by the Office of the Scottish Charities Regulator (Reference number SC043312). Each member has undertaken to contribute an amount not exceeding £1 towards any deficit arising in the event of the charitable company being wound up. The accounts comply with the Companies Act 2006, the Charities and Trustee Investment (Scotland) Act 2005, Regulation 8 of the Charities Accounts (Scotland) Regulations 2006 (as amended), Financial Reporting Standard 102 and the relevant

Statement of Recommended Practice (the Charities FRS 102 SORP).

The charitable company's Memorandum and Articles of Association establish the objects and powers of the charitable company and is governed under its Articles of Association of 24 January 2012.

Registration particulars

Registered at Companies House

Registration Number SC205629

Office of the Scottish Charity Regulator

Charities and Trustee Investment (Scotland) Act 2005
Scottish Charity Number SC030310

Auditor

Scott-Moncrieff • 25 Bothwell Street • Glasgow G2 6NL

Banker

Bank Of Scotland • 82 Main Street • Rutherglen G73 2HZ

Solicitor

T C Young • 7 West George Street • Glasgow G2 1BA

Board of Trustees – September 2018

George Kelly	Chairperson
Anna Stuart MBE	Board Member
Jean Farrell	Board Member
Shorsha Ross	Board Member

The Board of Trustees are the appointed Directors listed at Companies House. Cassiltoun Housing Association Limited has the power to appoint members of the Board of Trustees with one place made available to a parent, which is currently vacant.

Current Staff

Hazel Kelly	Nursery Manager
Mariesa Lavelle	Raising Attainment Practitioner
Amberlee Harvey	Senior Child Development Officer
Chloe Nixon	Senior Child Development Officer
Adele Cathie	Senior Child Development Officer
Kimberley McGarvey	Child Development Officer
Dean Gilchrist	Child Development Officer
Amy Hall	Child Development Officer
Toni Hockham	Child Development Officer
Brogan Gallagher	Child Development Officer
Anna Campbell	Child Development Officer
Amber Munroe	Modern Apprentice
Charlie Potts	Modern Apprentice
Hannah Munro	Modern Apprentice
Erin Allan	Modern Apprentice
Lauren Rankin	Modern Apprentice
Corrie Watson	Modern Apprentice
Cathy Malone	Catering Assistant
Kathleen McCloskey	Domestic Assistant
Claire McAvoy	Domestic Assistant
Ellen Longstaff	Cleaner

Our Partners 2017 • 2018





Cassiltoun Housing Association

email housing@cassiltoun.org.uk

web www.cassiltoun.org.uk

Registered Scottish Charity
No SC 035544



Cassiltoun Trust

email trust@cassiltoun.org.uk

web www.cassiltountrust.org.uk

Registered Scottish Charity
No SC 030310



Cassiltoun Stables Nursery

email nursery@cassiltoun.org.uk

web www.cassiltounstablesnursery.org.uk

Company Registration No SC 423689

Registered Scottish Charity No SC 043312

Care Inspectorate Registration
No CS 2012308178

Castlemilk Stables • 59 Machrie Road • Glasgow G45 0AZ

telephone **0141 634 2673** • fax **0141 634 9987**

