



**CASSILTOUN GROUP
COMMUNITY DEVELOPMENT STRATEGY & ACTION PLAN**

Date Approved	Proposed Review Date
April 2021	April 2022
Chair Person/Office Bearers Signature:	

CASSILTOUN HOUSING ASSOCIATION LTD
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Cassiltoun Housing Association is a recognised Scottish Charity SC035544

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1 Introduction

- 1.1 Cassiltoun Housing Association aims to provide excellent standards across our services that meet tenants' expectations, provide value for money and involve tenants
- 1.2 The purpose of this strategy is to outline our commitment to Community Development in keeping with our organisational vision, values and objectives where we fulfil our mission "*to enhance the quality of life of our clients and to regenerate and sustain our community through housing-led and resident controlled initiatives.*"
- 1.3 This Community Development Strategy provides a strategic direction and framework our commitment to the four proposed thematic groups;
 - health and wellbeing
 - employment / income maximisation / local economy
 - regeneration of spaces
 - community capacity building
- 1.4 All themes are supported by a number of community groups, tenant groups, partners, funders, volunteers, organisations locally and wider, all of whom are vital to the delivery of various projects and initiatives.
- 1.5 Threaded throughout this strategy is our commitment to an asset based community development approach, engagement and participation, digital inclusion and partnership working
- 1.6 This strategy, therefore, aims to provide:
 - an overarching structure and overview to Community Development activity throughout the Cassiltoun Group in 2021/2022
 - what we will do to deliver this activity
 - how they link with wider strategic and operational objectives
 - how we will measure and report on our impact.

2 Context

2.1 Cassiltoun Housing Association

Cassiltoun Housing Association is a community controlled social landlord to approximately 1,000 homes in the South East of Glasgow. We are a community anchor and contribute to the wellbeing of the local community by working with tenants, residents, partners and funders to develop initiatives that promote the physical and social regeneration of Castlemilk and increase levels of social and financial inclusion.

2.2 The Business Case

Cassiltoun Housing Association invest thousands of pounds each year through new build development, major repairs, maintenance contracts and environmental improvements. Cassiltoun need and want their communities to be sustainable; community development can help us achieve this specifically though;

- Contributing toward tenancy sustainment
- Contributing toward income maximisation through supporting MAT, seeking funding for training and employment opportunities, and delivery of projects that mitigate the effects of poverty

- Improving services by having community members at the heart of decision making
- Contributing toward long term succession planning for an effective Board of Management
- Successfully attracting funding to a range of projects improving a range of outcomes that contribute toward make Castlemilk and attractive place to live and do business

2.3 Scottish Housing Regulator

All social landlords aim to achieve the standards and outcomes set by the Scottish Social Housing Charter. Our commitment to community development contributes to ensuring that we meet these, most specifically those below:

Outcome 1 - Equalities

Social landlords perform all aspects of their housing services so that every tenant and customer has their individual needs recognised, is treated fairly and with respect, and receives fair access to housing and housing services.

Outcome 2 - Communication

Social landlords manage their businesses so that tenants and other customers find it easy to communicate with their landlord and get the information they need about their landlord, including how and why decisions are made and the services provided.

Outcome 3 - Participation

Social landlords manage their businesses so that tenants and other customers find it easy to participate in and influence their landlord's decisions at a level they feel comfortable with.

Outcome 6 - Estate Management, Anti-Social Behaviour, Neighbour Nuisance & Tenancy Disputes

Social landlords, working in partnership with other agencies, help to ensure that tenants and other customers live in well-maintained neighbourhoods where they feel safe.

Outcome 11 - Tenancy Sustainment

Social landlords ensure that tenants get the information they need on how to obtain support to remain in their home, and ensure suitable support is available, including services provided directly by the landlord and by other organisations.

Outcome 13 - Value for Money

Social landlords manage all aspects of their businesses so that tenants, owners and other customers receive services that provide continually improving value for the rent and other charges they pay.

2.4 Community Empowerment Act

- 2.4.1 The Community Empowerment (Scotland) Act (2015) aims to improve outcomes for communities by improving the process of community planning and ensuring that local service providers work together even more closely with communities to meet the needs of the people who use them.

- 2.4.2 The Act requires that Community Planning Partnerships (CPPs), exist in every Scottish local authority and that they plan and deliver local outcomes and engage and involve communities at all stages.
- 2.4.3 The 2015 Act places specific duties on Community Planning Partnerships (CPPs), the relevant local authority and community planning partners to produce Locality Plans. Locality planning can be an effective way of involving local communities in identifying and defining local priorities, shaping and delivering responses to these and proposing ways in which the community can draw on its local knowledge, organisation and people to shape and benefit from the process
- 2.4.4 Cassiltoun have been involved in the early stages through Castlemilk Together and this strategy highlights our commitment to ongoing involvement.

3. Links to Other Policies

This strategy links to our:

- Equal Opportunities Policy
- Housing Strategy
- Digital Inclusion Strategy
- Tenant Satisfaction Surveys

4. Involvement in the Development of this Strategy

4.1 This strategy aimed to be informed by a number of consultation and participation methods. Cassiltoun Housing Association commissioned Community Links Scotland to undertake a wide scale community consultation to produce a Community Plan that would shape our priorities across our delivery. Due to COVID-19 this piece of work paused at Stage 1 and at the time of writing as we emerge in to COVID recovery, plans for Stage 2 have been finalised. As a result, this strategy is proposed for 1 year only to enable more involvement throughout 2021/2022 to inform the review of this strategy. Currently this strategy is informed by:

- Tenant Satisfaction Survey
- Scottish Index of Multiple Deprivations
- Feedback and range of creative consultations throughout individual project delivery

4.2 Involvement will be:

- Community Links results
- Focus Groups
- Specific survey

5. Key Terms

Key terms in the Community Development Strategy Diagram are outlined below

5.1 Asset Based Community Development

Community Development is fundamentally based on the values of human rights, social justice, equality and respect for diversity. An asset based community development (ABCD) approach builds on the assets that already exist in a community and organises individuals, community groups and other organisations to protect these assets and develop their strengths. This is in direct contrast to a needs based model. 'Assets' are:

- The *people* that live in communities:
- The *associations* that form in communities such as informal community groups, clubs, or volunteers who organise around a common interest or theme
- The *organisations* or *institutions* that work in communities and who should be viewed as valuable resources
- The *physical assets* that make up a community such as greenspace and buildings as well as funding opportunities
- The *connections* that make a community thrive and create space for skill and resource sharing

5.2 Partnership Working

Partnership working is key to build sustainable communities and enables the sharing of skills, resources and solutions to key community issues. There are a number of different roles that Cassiltoun may perform when working in partnership, depending on the project being delivered. This role may fluctuate as the project changes, opportunities arise, or issues emerge. Such roles include:

- Lead organisation
 - Partner
 - Supporter
 - Promoter
 - Investor/ Funder
 - Enabler/ Facilitator
 - Shaper/ Influencer

We work in partnership with a huge range of stakeholders including; Community Involvement Groups, Friends of Castlemilk Park, Glasgow City Council, Scottish Forestry, Community Safety, Police Scotland, Health and Social Care Partnership, Glasgow Clyde College, Scottish Wildlife Trust, Castlemilk Community Council and more. We lead on the below partnerships which collectively have representation from all local organisations:

- Castlemilk Together: Community Food Action
- Castlemilk Networking Forum
- Castlemilk Digi Forum

- Community Development in Housing Group (with GWSF)

5.3 Engagement and Participation

Engagement and participation with the community is at the heart of community development delivery to ensure that between Cassiltoun and residents there are shared decision-making, shared actions and support given for community-led action. Our Community Engagement is informed by the National Standards of Community Engagement and our Tenant Participation Strategy outlines best practice.

5.4 Digital Inclusion

Digital Inclusion enables tenants and residents access services, learning and recreational opportunities maximise income and to participate fully in society: we are committed to Scotland's Digital Participation Charter. Digital Inclusion is included as a threaded throughout the Community Development Strategy as now more than ever it is integral to delivery of our proposed key themes.

6. Monitoring and Evaluation Framework

We report quarterly to Cassiltoun Housing Association and Cassiltoun Trust key monitoring and evaluation information as well as to regularly to a variety of funders. Reports include a mixture of qualitative and quantitative data:

- Number of beneficiaries across projects
- Number of training/workshops
- Number of hours volunteering
- Amount of funding secured
- Case studies
- Quotes from individuals, groups, partner organisations

We have a Community Team Evaluation plan that follows a 'Logic Model' of evaluation which includes the specific requirements for each funded project