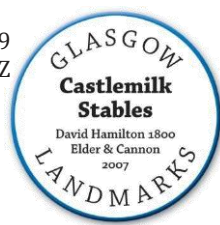


# Cassiltoun Trust Business Plan

2023 | 2024

Cassiltoun Trust is a Private Limited Company | Registered Scottish Charity Number SC030310 Registration Number 205629 | Registered at Companies House, Edinburgh Registered Office Castlemilk Stables, 59 Machrie Road, Glasgow G45 0AZ



# Contents

|   |    |
|---|----|
| Executive Summary                       | 3  |
| 1 Introduction                          | 4  |
| 2 Background                            | 4  |
| 3 Charitable Objectives                 | 5  |
| 4 Social & Economic Context             | 6  |
| 5 Cassiltoun Trust Board and Governance | 7  |
| 6 Activities                            | 8  |
| 7 Management Arrangements               | 8  |
| 8 Funding Commitments                   | 8  |
| 9 Strategic & Operational Objectives    | 10 |
| 10 Swot Analysis                        | 12 |
| 11 Risk Analysis                        | 13 |

# Cassiltoun Trust Business Plan

## Executive Summary

- Cassiltoun Trust has now been in operation since 2000.
- It is a registered charity based in Castlemilk Glasgow and in 2007, it successfully achieved the £4.5m renovation of Castlemilk Stables.
- As a subsidiary of Cassiltoun Housing Association, the Trust is a catalyst for economic and environmental regeneration, working with the local community and supporting local enterprises to create new services, training, volunteering and social engagement opportunities .
- The business plan outlines the strategic, operational objectives, management arrangements, risk profile and financial plans.
- The Stables building is a Glasgow landmark, designed by David Hamilton and is an important reminder of Castlemilk's and Glasgow's rich history.
- The Stables is a vibrant building attracting visitors from the local area, Scotland and from across the globe to take part in numerous programmes and activities and to learn about its regeneration story and the impact it has made.



# 1. Introduction

Cassiltoun Trust is a wholly owned subsidiary of Cassiltoun Housing Association and was set up to regenerate Castlemilk Stables and oversee the management of the building whose purpose was to provide space for local business alongside opportunities for community use. Since its inception the Trust has broadened its area of operation and has taken an active role in the regeneration of the local woodland as well as working alongside (and taking in lead role) in various collaborative projects with other local partners. Cassiltoun Trust is recognised as a successful example of a Community Development Trust as it is:

- Community based, owed and led
- Engaged in the economic, environmental and social regeneration of Castlemilk
- Works in partnership with local interest groups and other private, voluntary, and public sector organisations
- Self-sufficient and not for profit.

## 2. Castlemilk Stables - Background

Castlemilk Stables consists of a quadrangle grouping of buildings located at 59 Machrie Road in Castlemilk on the southern periphery of Glasgow. Listed grade 'B' in the 1970s and a Glasgow Landmark Building, it represents a fine example of late Georgian design.

The Building was previously owned by Glasgow City Council and was on the 'Buildings at Risk' register as it had ceased to be used by the Council in the 1980's after a fire had seriously damaged the building. It was deemed 'surplus to requirements' and at risk of total demolition but through the work of the local community, Cassiltoun Trust, Glasgow Building Preservation Trust and various funders and partners including the City Council the building was transformed into a building that served a new purpose - as a catalyst for change and a vibrant community space.

### 3. Charitable Objectives

As a registered charity, the Trust has to meet its Charitable Objectives as set out in its Articles. These are:

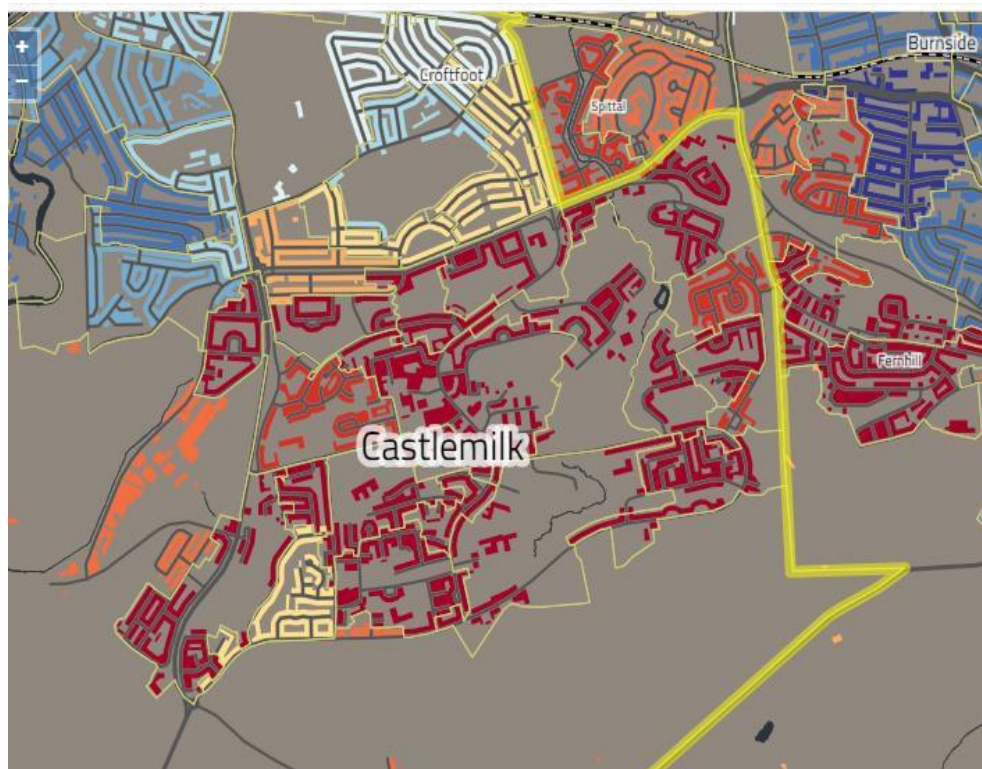
- To advance the education of the public concerning the history and role of Castlemilk and to conserve and preserve for the benefit of the public buildings of an historical and/or architectural significance;
- The advancement of citizenship or community development;
- The advancement of the arts, heritage, culture or science;
- The provision of recreational facilities, or the organisation of recreational activities, with the object of improving the conditions of life for the persons for whom the facilities or activities are primarily intended;
- The advancement of environmental protection or improvement.

## 4. Social and Economic Context

Castlemilk Stables sits in the heart of Castlemilk, a peripheral Glasgow Housing estate. The area was developed for social housing in the 1950's and 1960's but suffered from economic and social decline in the 1980's and early 1990's.

Despite investment in new housing from the 1990's to the present day, the area still ranks in the 5% of areas in Scotland that are most deprived. Castlemilk suffers from poor transport links, a lack of facilities with others under threat or under resourced. It has limited employment opportunities and is a 'food desert' with no local supermarket.

The map below is taken from the Scottish Government 2020 SIMD survey with those areas highlighted in dark red indicating areas of high (top 5%) deprivation.



The work of Cassiltoun Trust, both its role providing a vital employment and a contributor to the local Castlemilk economy and as a catalyst for projects that will both empower local people and provide key opportunities to improve health, education, income and social connections remains critical and was vitally important during the Covid -19 pandemic and lockdown periods.

## 5. Board and Governance

Established as a company limited by guarantee and a Scottish charity, the Trust Board meets regularly to oversee the running of the business. The Trust is a wholly owned subsidiary of Cassiltoun Housing Association Ltd.

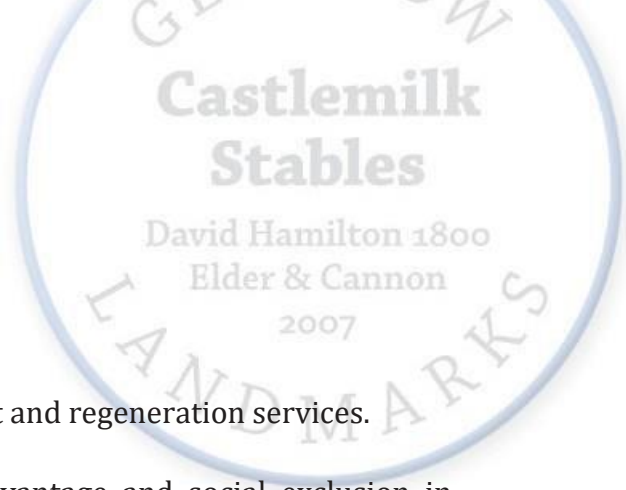
### The Board continues to:

- Deliver our Business Plan Objectives;
- Assess and manage risk;
- Review performance, set targets and review our Strategic Priorities;
- Retain high skill levels within the Board membership;
- Continue to attract additional funding;
- Organise Business Planning Days;
- Be responsible for “the general control and management of the administration of the charity” and they carry out these functions within the context of the charity’s legal framework;
- Meet on 4 occasions each year;
- Be responsible for the governance and strategy of the charity.

### The Trustees of Cassiltoun Trust are:

- Glenn Elder
- Christine Devine MBE (local resident & former Depute Lord Provost)
- Lewis MacSween, retired from Glasgow City Council Development & Regeneration Services
- Anna Stuart MBE, Chair, Board member of CHA and Castlemilk resident
- Charlie Millar, former CEO Cassiltoun Housing Association
- Charlie Turner, former Chief Executive of Thenu Housing Association
- Susan Casey, Community Member
- Evelyn Ferguson, Castlemilk Resident, Board member Cassiltoun HA
- Councillor Margaret Morgan





## 6. Business Activities

The Trust's main business activities are:

- Providing a wide range of community development and regeneration services.

These services address many types of disadvantage and social exclusion in Castlemilk, while promoting increased community collaboration and integration. As part of the Cassiltoun Group the Trust is a key player in the strategy for the regeneration of Castlemilk through its role in enabling and supporting community involvement.

- Managing Castlemilk Stables.

This aspect of its work provides accommodation and meeting spaces for other charities and social enterprises, generates income for the Trust, and contributes to the local economy.

## 7. Management Arrangements

As owner of the building, Cassiltoun Trust is responsible for ongoing management. However, it employs no staff of its own and day-to-day management arrangements are undertaken by Cassiltoun Housing Association.

A management agreement is in place setting out the services that will be provided. The cost of the services is also agreed and reviewed annually.

## 8. Grants and funding conditions

Funders of the original redevelopment set conditions around the ongoing use of the building – ensuring that it was a building that was used by and open to the community. Funders of current projects set a variety of specific funding conditions.

The Trust has a reputation for working with all its funding partners and meeting all the relevant funding conditions and delivering high levels of economic and social value for funders investment in the Trust and the Castlemilk community.



### **Between July 2007 and March 2023, the Trust has**

- Welcomed ministerial visitors from the UK and Scottish Government,
- Created more than 70 employment opportunities;
- Recruited and supported over 30 local volunteers who assist the Trust to deliver its objectives;
- Delivered a wide range of courses including adult literacy, numeracy, child protection training and first aid at work;
- Provided a pre-5 nursery facility for up to 57 children;
- Provided a base for the activities of a local housing association
- Received multiple awards for the building and for its community programs
  
- Received in excess of 10,000 visitors;
- Facilitated local, national and international regeneration visits (our international visitors have come as far as France, Japan, Australia, Canada, Lithuania, Africa, Holland and Belgium);
- Assisted other community organisations and Trusts to develop their business plans;
- Hosted a variety of community events, including the successful Pumpkin Festival, Open Air Theatre, school holiday programmes, arts, health and youth events and fun days.

## 9. Strategic and Operational Objectives for the period 1st of April 2023 to 31st March 2024

### Cassiltoun Trust Strategic Objectives 2021- 2024

|  |   |   |   |
|--|---|---|---|
| To empower our local community and extended communities to make positive changes in their lives by providing and enabling education/training, employment, health and leisure time Opportunities. | Promote, enhance and preserve the public's knowledge of Castlemilk's rich history and heritage. | 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 and implement local and national strategies that assist and drive community led economic regeneration and development |
|--|---|---|---|

### Operational Objectives 2023-2024

1. To recruit new Board members and support existing Board members to sustain and improve their skills and knowledge to help ensure that they are as effective as possible.
2. Continue to develop partnerships with funders and local voluntary and statutory groups and deliver on all our funding targets.
3. Ensure the Trust is financially stable by monitoring our expenditure and obtain external grant funding for specific projects.
4. To develop Castlemilk Park with our strategic partners, volunteers and the local community,
5. Promote the objectives and role of Cassiltoun Trust and in particular its wider role as a vehicle for Community Development within Castlemilk and the wider regeneration community.
6. To participate in the 2023 Glasgow Doors Open Day Festival and wider events. being held in Glasgow.
7. To obtain funding for and implement new heating for the building.
8. To deliver 2023 Bursary Programme.

## 10.SWOT Analysis



### Strengths

- Strong Governance and compliance with Regulatory Standards.
- Part of Cassiltoun's diverse Group Structure
- Good Reputation and partnership working with funders and partners
- Experienced and skilled Board
- Diverse range of services i.e. events and activities
- High level of Volunteers and involvement
- Well established tenants

### Weaknesses

- Historic heating issues (restricted due to listing and income)
- Succession planning – limited number of new board members
- Lack of space to grow within the building
- Income & Expenditure – limited reserves. Limited options to increase income and reduce costs and major cost (electricity) impacted by economic conditions.
- Succession plan for Board membership – action plan being created 2023.

### Opportunities

- Funding opportunities,
- New Board Members
- New Housing Development – increase of services to new people moving into the community
- Visitors – door always open to new visitors
- Renewable energy
- New recruitment methods for Board members.
- Review of Lease with tenants

### Threats

- Lose Board members
- Reputational damage – Woodlands deteriorates
- Lack of Volunteers Reduction in grant/funding
- Cost of Living

# 11. Risk Analysis

## CASSILTOUN TRUST RISK REPORT - 2022/23



| Risk ID | Name  | Risk  | Pre Control Measure |        |                  |             | Post Control Measures  |        |                  |            | Action Plan | Category   | Risk Owner  | Action Owner      |                   |
|---------|---|---|---------------------|--------|------------------|-------------|--|--------|------------------|------------|-------------|--|-------------|-------------------|-------------------|
|         |   |   | Likelihood          | Impact | Total Risk Score | Risk Level  | Likelihood   | Impact | Total Risk Score | Risk Level |             |  |             |                   |                   |
| 4       | Costs higher than budgeted                              | Increases in costs exceed the income stream, ongoing repairs and maintenance not completed & business becomes unsustainable | 3                   | 3      | 9                | Significant | Budget set annually with value for money sought for any ongoing maintenance. Items outlined in the Fire Risk Assessment to be addressed  | 2      | 2                | 4          | Moderate    | Monitor  | Financial   | CEO               | CEO               |
| 1       | Stables Heating & Hot water provision                   | Staff dissatisfaction and health and safety breaches.   | 3                   | 4      | 12               | Significant | Electric wall mounted heaters have been successfully used for over 2 years. Investigations into underfloor heating is still ongoing . Immerser for hot water working effectively | 2      | 3                | 6          | Moderate    | Ongoing  | Operational | CEO               | CEO/Asset Manager |
| 2       | Board Succession Planning                               | The Trust may not have sufficient experienced or skilled board members in future years.                                     | 2                   | 4      | 8                | Significant | CHA will support and encourage board recruitment particularly through the Community team   | 2      | 4                | 8          | Significant | Continue to promote locally and re-visit recruitment process | Governance  | CEO               | CEO/HOCHR&F       |
| 3       | Income levels appreciate at lower rate than anticipated | Rent increases are restricted as they become unaffordable   | 3                   | 3      | 9                | Significant | Rent increases discussed and approved by the Board and agreed with occupants of the building   | 2      | 2                | 4          | Moderate    | Monitor  | Financial   | CEO               | CEO               |
| 5       | Inability to fund building investment                   | Building is not adequately maintained, Trust not viable   | 4                   | 5      | 20               | High        | Building condition survey being finalised Options Appraisal  | 3      | 3                | 9          | Significant | Ongoing  | Financial   | CEO/Asset Manager |                   |

## 12. Awards

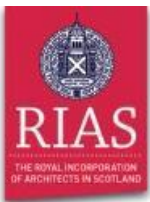


2008

Scottish Civic Trust 2010 Winner



Commendation



Scottish Building of the Year 2008



Scotland's Finest Woods

Community Woodlands Award  
Highly Commended 2013



Scotland's Finest Woods

Winner of the Healthy  
Lifestyles competition 2015  
under the Community  
Woodlands Category



TPAS Awards – Winner  
Best Practice in Developing  
Communities Award in 2016

