



# CASSITOUN GROUP BUSINESS PLAN 2022 – 2023



UPDATED APRIL 2022

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## SECTION 1 - FOREWARD AND INTRODUCTION

### 1.1 - FOREWARD

This Business Plan sets out how Cassiltoun Housing Association and its subsidiaries operate. It demonstrates our financial capacity, long term viability and business planning assumptions. We continue to monitor how changes in the external social, economic and political environment could potentially have an impact on our business and our tenants. This continuous process of review is more critical in light of the recent global pandemic and its subsequent economic and social consequences. The Association believes that its robust planning framework, long term forecasts and scenario planning all indicate that the Association will remain strong and financially viable over the next 30 years.

The external economic conditions continue to focus our minds on delivering even greater value for money whilst at the same time ensuring that we play our part supporting the local economy and wider community. Our business plan does not sit still which is reflected in the many successes we have achieved. To maintain our business drive we must continue to innovate, take advantage of new ways of working and operate flexibly in a changing environment both internally and externally.

Our success is due to strong partnerships both locally and nationally, our dedicated staff team and the enthusiasm and professionalism of our Voluntary Board which consists of both local residents and other professionals who have a strong belief in our values and culture.

### 1.2 - INTRODUCTION

This business plan is our central strategic document and sets out our strategic direction up to March 2023. It is approved by the Board prior to the start of each financial year. In developing this plan, we have taken account of business planning guidance published by the Scottish Housing Regulator (Dec 2015 and updated guidance in August 2020).

### 1.3 - PURPOSE OF OUR BUSINESS PLAN

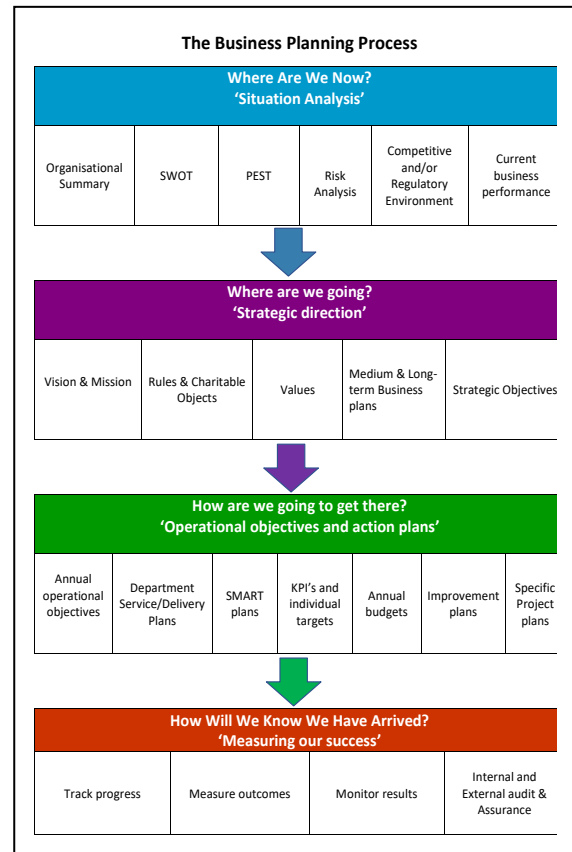
The purpose of the business plan is to:

- help us to understand the opportunities and threats inherent in our operating environment as well as our own internal strengths and weaknesses;
- clarify and communicate our strategic objectives and priorities and set out the key actions we will take to achieve these objectives;
- demonstrate that we have the resources necessary to carry out these actions and help us to identify and mitigate any risks we face in delivering these actions;
- provide a strategic overview for our other strategies and plans; and
- provide a framework with which we can monitor our progress and measure our success.

## 1.4 - OUR BUSINESS PLANNING PROCESS

We reviewed and strengthened our business planning processes in 2019 and introduced a new protocol which sets out the key steps we take to prepare our business plan. They are:

- agreed business planning timetable
- strategic objectives are reviewed on a three-yearly cycle by the Board and staff team
- operational objectives are reviewed annually and an action plan for the year ahead is developed with the Board and staff team
- financial and resource plans are prepared
- risks are assessed by the Board and staff team
- business plan and budget are approved
- objectives and targets are communicated to staff
- monitoring and review are embedded.
- This process is led by our Board, supported by senior staff, and is highly participative ensuring a whole organisation approach



## 1.5 - ENGAGING WITH STAKEHOLDERS

In preparing this business plan, invaluable feedback was received from:

- our Board
- our staff team
- a comprehensive, independent, tenant satisfaction survey
- an independent community plan
- other Housing Associations in the sector (by reviewing their Business Plans)
- input from our Community Advisory Panel

## 1.6 – THE YEAR AHEAD 2022-2023

The 2022 – 2023 financial year will focus on the following areas:

**Investment in our homes** Continuing to deliver our critical services to tenants including our reactive, cyclical and estate maintenance programmes and planned investment work in our stock. .

**Improved performance** – As we recover from the impacts of the pandemic there will be an increased focus on improving some of our key business performance indicators, this includes rent arrears, void loss, staff absence and contractor satisfaction levels.

**Ensuring strong governance and financial controls** – The Association will complete a review of its compliance against the Regulatory Standards and implement any recommendations. At a time when the Association and its tenants are under financial pressure due to rising inflation it is critical for the Association to retain its strong financial controls and ensure that it is providing value for money for the services and activities that it delivers

**Supporting and engaging with our Communities** – We will work with local and national partners and continue with our role as a community anchor and support our tenants and the wider Castlemilk Community .

**Upgrading our technology** – Both prior to the pandemic and as part of our response to changes imposed on our Business by the pandemic we have reviewed our use of technology within the business and recognise that this need to be refreshed and updated over the next 3 years.

## SECTION 2 – ABOUT THE CASSILTOUN GROUP

### 2.1 - HISTORY

**Cassiltoun Housing Association** is a community-controlled housing association formed in 1984 by a group of local people, then council tenants. The group wanted to bring about change by managing and controlling their own affairs. Since then they have been hugely successful. Originally formed as Glasgow's first housing co-operative "Castlemilk East" in 1985, after a rule change in 2004 to become a charitable organisation and became Cassiltoun Housing Association.

**Cassiltoun Trust** was formed in 2004 as a vehicle to save a building at risk 'Castlemilk Stables' and transform it into a community asset to offer a mix of both business accommodation and community space. After the completion of the £4.5 million renovation Castlemilk Stables and Cassiltoun Trust have delivered a stable rental income and a constant programme of community projects. Since 2009 their work has also encompassed the regeneration of the local woodland 'Castlemilk Park'.

**Cassiltoun Stables Nursery** was created in response to a business opportunity when the private nursery based in Castlemilk Stables closed. Since welcoming its first customer in 2013, this business has expanded, increasing its childcare registration and utilising the local woodland to deliver creative and innovative childcare services.

***The Business Plans for Cassiltoun Trust and Stables Nursery can be found at Appendices 1 and 2.***

### 2.2 - OUR SOCIAL IMPACT

All parts of the Cassiltoun Group have an overarching purpose which is to 'provide value for money for their services and play a critical role in the local economy to support both job creation and wider social and economic regeneration'. Each of the businesses has its own charitable objects, strategic and operational objectives and business planning framework to meet those objectives.

We are keen to align our approach to the Scottish Government's National Outcomes. Across our Group we contribute to all of the outcomes shown below.



**Children and Young People**

We grow up loved, safe and respected so that we realise our full potential

**Communities**

We live in communities that are inclusive, empowered, resilient and safe

**Culture**

We are creative and our vibrant and diverse cultures are expressed and enjoyed widely

**Economy**

We have a globally competitive, entrepreneurial, inclusive and sustainable economy

**Education**

We are well educated, skilled and able to contribute to society

**Environment**

We value, enjoy, protect and enhance our environment

**Fair Work and Business**

We have thriving and innovative businesses, with quality jobs and fair work for everyone

**Health**

We are healthy and active

**Human Rights**

We respect, protect and fulfil human rights and live free from discrimination

**International**

We are open, connected and make a positive contribution internationally

**Poverty**

We tackle poverty by sharing opportunities, wealth and power more equally

This approach will help us to maintain our focus on the social and economic impact we wish to make.

## SECTION 3 – OPERATING CONTEXT

### 3.1 – EXTERNAL ENVIRONMENT- THE NATIONAL CONTEXT

**The Economy** - At the time of updating this plan, the UK economy is suffering from a period of inflationary pressure, with costs rising across a range of items from fuel, raw materials and food. There are also supply chain issues affecting a range of industries. Like other social landlords this is affecting our operations, finances and our tenants.

**Covid-19** – Although the worst of the pandemic is over, Covid is still impacting our operational activity due to higher than pre-Covid levels of sickness amongst staff and our contractors

**Poverty & Deprivation** - The UK and Scotland are still struggling to eradicate deprivation, poverty and child poverty in particular. A report from the Joseph Rowantree Foundation noted (Oct 2019):

*‘Poverty in Scotland is rising, from an already unacceptably high level. More people are facing situations where they cannot afford the basics nor play a full role in society. Almost one in five*

*people in Scotland live in poverty, and for children the situation is worse, with one in four in poverty. New analysis shows the key role of housing in people's lives, and how types of housing, and the lower cost of housing in particular in the social rented sector, mean that poverty is significantly lower in Scotland than in the rest of the UK overall.'*

A Scottish Government report published in March 2021 showed that 26% of children in Scotland were in poverty in 2019-20, up from 23% in 2018-19 and 24% 2017-18. With Glasgow having the highest levels in Scotland. With the current inflationary pressures, it is recognised that poverty levels are likely to increase

**New Legislation and Regulations** – The sector is always responding to legislative and regulatory changes. Recently the Regulator has placed an increased focus on the sectors measures to collate information on and address any weakness with our approach to Equality and Diversity. Over the past few years there has been a greater focus on landlord health and safety requirements (including smoke detectors and electrical checks). Moving forward there continue to be a focus on the sectors response to the carbon neutral agenda.

**Access to finance** - We have been fortunate to be able to access finance to support our housing delivery plans. Although we are assured by lenders that they are still willing to work with Housing Associations the Scottish Housing Regulator continues to warn that whilst investors' appetite remains strong, housing associations should not take access to finance for granted. Landlords also need to ensure that any business plan that includes new borrowing is stress tested for future economic shocks.

**Brexit and global uncertainty.** - The UK left the EU at the end of 2020 and although the longer-term impacts remain uncertain, it is believed that Brexit has led to:

- **A shrinking economy**
- Reduction in the amount of available workers
- Increased prices
- Reduction of and increased barriers to trade

The war in Ukraine has also led to greater economic uncertainty and has threatened both the supply and price of gas/fuel and food supplies. The impacts of Brexit and global uncertainty affect the wider Scottish economy at a macroeconomic level and our tenants and staff and business on a microeconomic level.

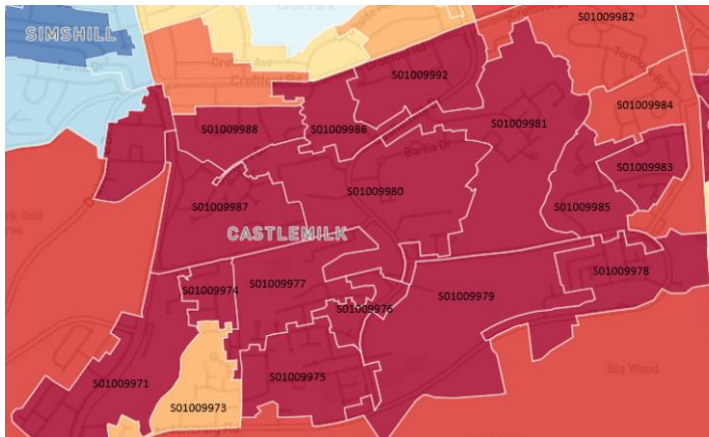
In January 2020 the Scottish government published a report titled 'Social and Equality Impacts of Brexit.' It identified 137 potential social impacts across groups which may experience discrimination or exclusion, including migrants, homeless people and people on low incomes. The potential social impacts include the loss of legal rights, employment protections, funding opportunities, healthcare rights and impacts on food, fuel and medicine. Castlemilk was an area that the Scottish Government believed would be most impacted.

**Scottish Local Government Elections.** - These will be held in May 2022. This may lead to a change in the party leading Glasgow City Council. This may impact the work of Cassiltoun if local government priorities change.

We have taken account of all these external national factors in preparing and updating this business plan.



### 3.2 - THE EXTERNAL ENVIRONMENT – THE LOCAL CONTEXT



**SIMD data** – Castlemilk is an area of deprivation with poor transport links, lower than average car ownership, limited employment opportunities, a declining shopping centre and no major supermarket.

Castlemilk is made up of 18 data zones, 16 of which fall within the most deprived 15% of all data zones across Scotland (SIMD20); it is significant to note that 12 of the data zones that make up Castlemilk fall within the

most deprived 5% nationally. Income, employment, health and education all rank high in relation to deprivation

- Income - 17 data zones fall within the most 15% income deprived, with 13 falling within the most 5% income deprived
- Employment – 16 data zones fall within the most 15% employment deprived, with nine falling within the most 5% employment deprived and 15 within the most 10% employment deprived
- Health – 16 data zones fall within the most 15% health deprived, with 10 falling within the most 5% health deprived. One data zone is ranked seventh worst for health out of a total of 6,976 data zones
- Education – 13 data zones fall within the most 15% education deprived, with seven within the most 5% education deprived

**Cassiltoun Housing Association Stock** - Cassiltoun Housing Association has stock across five data zones: All of these data zones fall within the most deprived 10% of all data zones, with three data zones falling in the most 5% deprived. Data zone S01009980 is ranked the 44<sup>th</sup> most deprived data zone across Scotland.

			Income Domain		Employment Domain		Health Domain		Education Domain		Access Domain		Crime Domain		Housing Domain	
Data Zone	SIMD 2020 Rank	%	Rank	%	Rank	%	Rank	%	Rank	%	Rank	%	Rank	%	Rank	%
S01009980	44	0.63%	21	0.30%	94	1.35%	7	0.10%	538	7.71%	5959	85.42%	256	3.67%	699	10.02%
S01009981	267	3.83%	244	3.50%	289	4.14%	110	1.58%	1007	14.44%	3798	54.44%	2064	29.59%	669	9.59%
S01009982	682	9.78%	1004	14.39%	236	3.38%	236	3.38%	1147	16.44%	3807	54.57%	1279	18.33%	1309	18.76%
S01009985	105	1.51%	66	0.95%	168	2.41%	168	2.41%	361	5.17%	3103	44.48%	642	9.20%	936	13.42%
S01009992	494	7.08%	331	4.74%	513	7.35%	513	7.35%	1104	15.83%	5322	76.29%	890	12.76%	971	13.92%

**Population** - The population is broken down as follows, with a comparison against the average for the wider Glasgow City Council area (SAPE, 2018):

Age Group	Total Count	Percentage	Glasgow Average	Scottish Average
0-15	789	21.6%	16%	16.9%
16-64	2,390	65.5%	70.5%	64.4%
65+	471	12.9%	13.5%	18.7%
	3,650			

**Income** - All of Cassiltoun Housing Association's stock falls within the most 15% deprived in relation to income, with four data zones falling within the most 5% income deprived data zones. The total population living within these three data zones is 3,650, with 1,250 individuals being defined as income deprived, an average of 34% across all data zones, this is significantly higher than Glasgow's income deprivation rate of 19%.

Data Zone	Income Domain Rank	%	Total population	Working Age population	Income rate	Income count
S01009980	21	0.30%	629	389	43%	272
S01009981	244	3.50%	691	461	35%	243
S01009982	1004	14.39%	981	683	26%	253
S01009985	66	0.95%	631	414	42%	264
S01009992	331	4.74%	718	443	30%	218

**Employment** - All five data zones fall within the most 10% deprived for employment, with three falling within the most 5% employment deprived data zones. 571 individuals living within these areas are identified as employment deprived, an average of 23.9% across these areas, significantly higher than the Glasgow average of 13%. Within one data zone S01009980, the employment deprivation rate is as high as 30%.

Data Zone	Employment Domain Rank	%	Total population	Working Age population	Employment rate	Employment count
S01009980	94	1.35%	629	389	30%	113
S01009981	289	4.14%	691	461	25%	112
S01009982	598	8.57%	981	683	20%	139
S01009985	158	2.26%	631	414	27%	113
S01009992	518	7.43%	718	443	21%	94

**Health** - All five of the data zones that contain Cassiltoun Housing Association stock fall within the most deprived 10% in relation to health, with four data zones within the most deprived 5%, and one data zone (S01009980) ranked as the 7<sup>th</sup> most deprived across Scotland - highlighting the significant issue of health inequalities across the community. The comparative illness factor (CIF) is a measure of chronic health related conditions and relates to local people who have a limiting long-term illness and/or poor general health. All five data zones containing Cassiltoun Housing Association's stock have a CIF that indicates significantly poor health conditions relative to Scotland – this is as high as 305% higher within S01009980. The incidences of alcohol and drug misuse related hospitalisations across the area are also significantly higher relative to Scotland, with data zone S01009980 having hospital stays related to drug misuse 825% higher than the standardised ratio.

Data Zone	Health Domain Rank	%	Comparative Illness Factor: standardised ratio	Hospital stays related to alcohol misuse: standardised ratio	Hospital stays related to drug misuse: standardised ratio	Standardised mortality ratio	Proportion prescribed drugs for anxiety, depression or psychosis %	Proportion of live singleton births of low birth weight %	Emergency stays in hospital: standardised ratio
S01009980	7	0.10%	305	825	199	278	40%	13%	184
S01009981	110	1.58%	260	246	238	239	27%	3%	168
S01009982	236	3.38%	200	706	404	307	23%	4%	172
S01009985	168	2.41%	265	352	357	143	22%	9%	151
S01009992	513	7.35%	225	69	183	154	26%	7%	134

**Education** - All five data zones that contain Cassiltoun Housing Association's stock are within the 20% most deprived for education, three are within the most deprived 15% with two data zones falling within the most deprived 10% for education.

Data Zone	Education Domain Rank	%	School pupil attendance %	Attainment of school leavers	Working age people with no qualifications: standardised ratio	Proportion of people aged 16-19 not in full time education, employment or training %	Proportion of 17-21 year olds entering in to full time higher education %
S01009980	538	7.71%	70%	5.04	238	3%	5%
S01009981	1007	14.44%	76%	5.67	245	7%	6%
S01009982	1147	16.44%	77%	5.04	191	4%	4%
S01009985	361	5.17%	63%	5.05	233	1%	4%
S01009992	1104	15.83%	78%	5.4	224	11%	8%

**Housing** - Four data zones containing Cassiltoun Housing Association stock are located within the most deprived 15% for housing, with one data zone (S01009981) falling within the most deprived 10%.

Data Zone	Housing Domain Rank	%	No. of people in households that are overcrowded	No. of people in households without central heating	Percentage of people in households that are overcrowded	Percentage of people in households without central heating
S01009980	699	10.02%	132	5	23%	1%
S01009981	669	9.59%	165	6	24%	1%
S01009982	1309	18.76%	190	9	18%	1%
S01009985	936	13.42%	131	3	21%	1%
S01009992	971	13.92%	147	3	21%	0%

We have taken into consideration the local context when devising our Business Plan.

## SECTION 4 – CASSILTOUN HOUSING ASSOCIATION STRATEGIC FRAMEWORK

### 4.1 - CHARITABLE OBJECTS

The objects of the Association are:

- To provide for the relief of those in need by reason of age, ill-health, disability, financial hardship or other disadvantage through the provision, construction, improvement and management of land and accommodation and the provision of care; and
- Any other purpose or object permitted under Section 24 of the Housing (Scotland) Act 2010 which is charitable both for the purposes of Section 7 of the Charities and Trustee Investment (Scotland) Act 2005 and also in relation to the application of the Taxes Acts.
- The permitted activities and powers of the Association will include anything which is necessary or expedient to help the Association achieve these objects.
- The Association shall not trade for profit.

## 4.2 - VISION AND MISSION

We review our vision and mission every three years (last reviewed as part of the 2021/2022 review) as part of the business planning process. These assist with the formulation of our Business Plan.

<b>VISION</b>	<i>Community driven social responsibility achieved through business diversity and performance which will make a real difference to local people</i>
<b>MISSION</b>	<i>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</i>

## 4.3 - VALUES

Our values are important to us. They shape the way that we work and how we interact with our partners, tenants, service users and each other. We annually measure and appraise our staff team and our Board of Management. This process involves assessing staff and our Board of Management to ensure their behaviours are reflective of our values.

The Values which were created by the staff team in December 2014 are:

- Having Integrity
- Be a good leader
- Adapt & commit to change
- Quality Customer Service
- Inspiration & Innovation



## 4.4 - OUR UNDERLYING APPROACH

Underpinning our vision, mission and values are a set of principles which serve to reflect and reinforce our organisational culture.

**Delivering meaningful customer and community consultation and engagement** - we seek to widen our approach to customer engagement, ensuring that we involve our tenants, customers and wider community in all aspects of our organisation. As a community-controlled Housing Association accountable to its tenants and members, it is vital that we continue to have tenants on our Board helping to shape our future and guiding us to make the right decisions.

**Continuing to work collaboratively and in partnership with others** – we believe that sharing ideas and resources can lead to the creation of new ways of working and deliver a bigger impact for our community.

**Promoting opportunity and fostering social inclusion** – in our efforts to help support and sustain our local community, we take care to facilitate social inclusion and tackle inequality through our actions.

**Delivering value for money and innovation to increase business efficiencies and better services for our customers** - it has probably never been more important that we deliver value for money for our funders, our partners, our community and above all, for our current and future customers. We will also work to ensure that we not just maximise value, but that we also demonstrate it clearly.

**Ensuring we have strong governance and internal controls** – governance and compliance rests not just with the Board and Senior staff but with every member of staff. We will embed a culture of strong governance and internal controls throughout the Association to ensure that as a business we are effective and efficient, that we have robust and reliable reporting that stands up to high levels of scrutiny and we have high levels of compliance with applicable laws and regulations.

#### 4.5 - STRATEGIC AND OPERATIONAL OBJECTIVES 2022-23

Strategic Objective	Operational Objective
<b>VFM</b>  <i>Ensure that our rents remain affordable, and we deliver effective and efficient services that provide value for money</i>	Complete a staff structure review
	Meet all objectives set out in the annual KPI's and SMART plans
	Achieve high levels of customer satisfaction (90%) with our Reactive, Cyclical and Environmental contracts
	Implement digital transformation strategy
<b>HOMES AND NEIGHBOURHOOD</b>	Ensure that we deliver the objectives set in the Asset Management Plan & deliver our 2022/23 major repair improvement plans

<b>Maintain the high quality of our housing stock and the wider estate ensuring the comfort of tenants and the protection of investment.</b>	Continue with Action Plan to assess compliance against EESSH2
	Achieve all statutory requirements for fire and smoke detectors, legionella, asbestos, electrical and gas requirements
	Continue to manage the Castlemilk Drive Development to ensure project meets budgetary and timescale milestones
	Complete a new build resident survey
<b>COMMUNITY REGENERATION</b>  <b>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.</b>	Deliver outcomes set out by existing funders and seek other funding and opportunities  Deliver Community Development Strategy
<b>GOVERNANCE AND COMPLIANCE</b>  <b>Ensure that the work of the Cassiltoun Group is supported by good governance, effective financial, management and regulatory compliance</b>	Complete an external verification against the SHR's Regulatory Framework and submit an Annual Assurance statement  Finalise Equalities and Human Rights Action Plan and implement improvements identified.  Complete Internal Audit programme.  Ensure that Subsidiary Business plans and management agreements are reviewed and approved  Maintain Cyber Essentials accreditation  Review and update 30-year Financial Plan  Complete all actions on Governance Action Plan  Complete an external audit of compliance against the areas of Landlord Health & Safety.
<b>OUR PEOPLE</b>  <b>Ensure we attract and retain highly skilled and knowledgeable staff and Board members. Continue to invest in, and support our staff, volunteers and Board members to ensure they maximise their potential.</b>	Board membership to remain at 10 as a minimum  Ensure that the Board of Management complete their agreed training and learning plans  Maintain Investors in People platinum standard

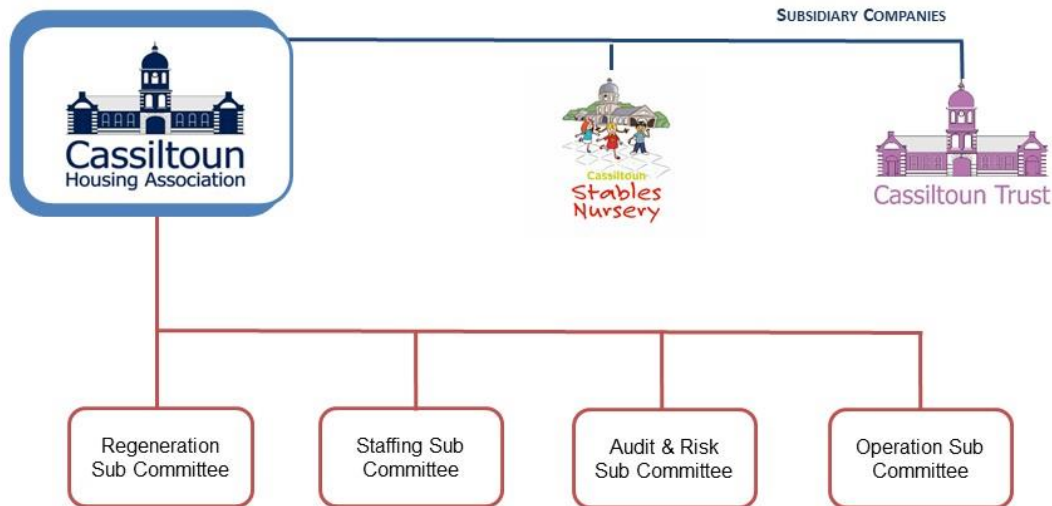


## SECTION 5 - GOVERNANCE AND STAFF STRUCTURE

### 5.1 - BOARD STRUCTURE/SUB COMMITTEE STRUCTURE

The Cassiltoun Group is currently made up of:

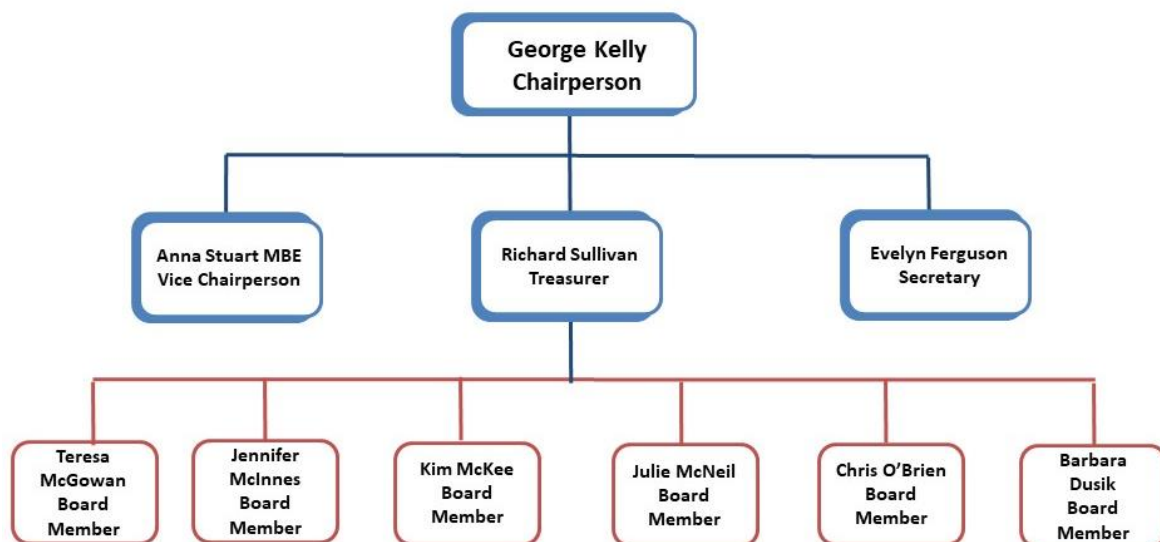
- Cassiltoun Housing Association
- Cassiltoun Trust
- Cassiltoun Stables Nursery



### 5.2 - BOARD OF MANAGEMENT

We continue to attract Board members with the right mix of skills, knowledge and experience to drive the Association's strategic vision. We conduct annual appraisals and skills audit of all Board members and have successfully implemented an appraisal system for those members who achieve 9 years' service.

*Further details of our Board members are included in Appendix 3.*



### 5.3 - STAFF STRUCTURE



### 5.4 - STATISTICAL OVERVIEW

Cassiltoun Housing Association currently has 1077 properties for social rent. The Association's stock is made up of many different house sizes which range between one and seven apartment properties.

Size	House	Tenement	4-in a block	total
2 apartment	2	75	36	113
3 apartment	57	611	24	692
4 apartment	34	128	0	162
5+ apartment	104	6	0	110
<b>Total</b>	<b>197</b>	<b>820</b>	<b>60</b>	<b>1077</b>

Our housing stock is based in the East of Castlemilk. The areas covered are detailed below:

Area	Apartment Size	Area	Apartment Size
Ardmaleish Road	3	Croftfoot Street	3 and 4
Ballantay Road	2, 3, 4 and 5	Croftfoot Terrace	2, 3, 4 and 5
Barlia Drive	2, 3, 4, 5 and 7	Elmtree Gardens	2, 3, 4 and 5
Barlia Gardens	2, 3 and 4	Hoddam Avenue	2, 3 and 4
Barlia Grove	2, 3, and 4	Hoddam Terrace	2 and 3
Barlia Street	2 and 3	Lenihall Drive	3 and 5
Barlia Row	2, 3 and 5	Machrie Drive	2, 3, 4, 5 and 6
Barlia Way	3	Machrie Road	2, 3 and 4
Castlemilk Drive	2, 3, 4 and 5	Machrie Street	3 and 4
Cavin Drive	3 and 4	Oaktree Gardens	2, 3, 4, 5 and 6
Cavin Road	3 and 4	Stravanan Road	4
Croftfoot Crescent	3 and 4	Tormusk Drive	3 and 4
Croftfoot Drive	3 and 4	Tormusk Road	2, 3, 4 and 5
Croftfoot Road	3 and 4		

In addition to the properties listed above that are available for social rent we also:

- Own a 40-bed residential unit 'Buchanan Lodge' which is managed by the Talbot Association
- Own 3 shared ownership properties
- Factor 145 tenement properties

## SECTION 6 - PEST, SWOT AND RISK

### 6.1 PEST

This was reviewed by the Staff and Board teams in business planning sessions in March 2022

Political	Economic
<ul style="list-style-type: none"> <li>• 2<sup>nd</sup> Indy Ref</li> <li>• Financial – Welfare</li> <li>• Pensions</li> <li>• Housing First (Homelessness)</li> <li>• EESH2</li> <li>• Climate Change Scotland Act 2009</li> <li>• GCC - Glasgow Standard</li> <li>• Government changes re Health &amp; Safety</li> <li>• Barnett Formula</li> <li>• Scottish and Council Budget</li> <li>• Housing 2040</li> <li>• Current uncertainty (Ukraine/Russia)</li> <li>• Impact on fuel and food supplies, raw materials</li> </ul>	<ul style="list-style-type: none"> <li>• Rises in Unemployment (more unemployment less opportunities)</li> <li>• Energy costs</li> <li>• Rate of Inflation</li> <li>• Impact of costs/taxes</li> <li>• Pound drops</li> <li>• Recession/stagflation</li> <li>• Housing Demand (crisis in market)</li> <li>• Reduction in public expenditure</li> <li>• Low wages (zero-hour contract)</li> <li>• Pressure on rent affordability</li> <li>• Cuts to external funding and more competition</li> <li>• Lenders attitude to risk</li> <li>• Increase in benefit claims due to poverty</li> <li>• Lack of local businesses/shops</li> </ul>

	<ul style="list-style-type: none"> <li>• Risk of fewer support services/advice services</li> <li>• Zero Omission Targets</li> </ul>
<p style="text-align: center;"><b>Social</b></p> <ul style="list-style-type: none"> <li>• Crime etc</li> <li>• Barriers to education</li> <li>• Isolation</li> <li>• Increased Mental and physical health problems</li> <li>• Community Integration – negative/positive</li> <li>• Poverty (food/fuel)</li> <li>• Addictions</li> <li>• Reduction in public services</li> <li>• Aging population/social care</li> <li>• Change in demographic profile</li> <li>• Lack of training and employment</li> <li>• Increased homelessness</li> <li>• Immigration/refugees and asylum seekers</li> <li>• Reduced diversionary projects</li> <li>• Digital inequality and exclusion</li> <li>• Change of use of woodland (adult drinking/anti-social behaviour)</li> <li>• Increase of engagement with green space</li> <li>• Poverty impact, rise in domestic abuse/child neglect/anti-social, change in environment/environment neglect.</li> <li>• Hybrid Working</li> <li>• Equality, Diversity and Inclusiveness</li> <li>• 20-minute neighbourhoods</li> </ul>	<p style="text-align: center;"><b>Technology</b></p> <ul style="list-style-type: none"> <li>• 24/7 access to services</li> <li>• Email increase</li> <li>• High tech homes</li> <li>• Cybercrime/ IT Security (anti-virus)</li> <li>• Digital disconnection/exclusion</li> <li>• Management systems shift to cloud</li> <li>• Developing expertise and knowledge of staff</li> <li>• Confidence/lack of confidence with new technologies</li> <li>• Electrical car provisions</li> <li>• Renewable Energy</li> <li>• Developing expertise of tenants</li> <li>• Cost of IT</li> <li>• New telephone system and new software packages</li> <li>• Website – mobile compatible</li> <li>• Recording Equality &amp; Diversity data</li> </ul>

## 6.2 SWOT

This was reviewed and agreed by the Staff and Board teams in business planning sessions in March 2022

<b>Strengths</b>	<b>Weaknesses</b>
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<ul style="list-style-type: none"> <li>• Good performance</li> <li>• Financially Stable</li> <li>• High levels of customer engagement digitally and in person</li> <li>• committed staff</li> <li>• Good T &amp; C's</li> <li>• HWL/IIP Platinum</li> <li>• Proactive approach to welfare reform</li> <li>• SHR low engagement</li> <li>• Skilled Board members/background</li> <li>• Partnership working</li> <li>• Volunteer development ethos &amp; network</li> <li>• Reputation</li> <li>• Community Development and Engagement</li> <li>• Adaptable</li> <li>• Diverse funding strengths</li> <li>• Ambitious</li> <li>• Good attitude to risk</li> <li>• Good Governance</li> <li>• Good financial controls</li> <li>• Leadership</li> <li>• Ability for staff to operate the business from home</li> <li>• Responsive to wider community issues</li> <li>• Communication from SMT and above</li> <li>• Progressive</li> <li>• Pro Active approach to Covid 19 – IT improved, working from home continuous service,</li> <li>• Staff resilience</li> <li>• Training</li> <li>• Business Continuity</li> <li>• How we respond to challenges</li> <li>• Committed to change</li> <li>• Digital connectivity</li> <li>• Staff and Board adaptability to Covid and looking forward</li> <li>• Scrutiny panel</li> <li>• Medically adapted properties</li> <li>• Forrest School/Families</li> </ul>	<ul style="list-style-type: none"> <li>• Lack of space in Stables/lack of storage space</li> <li>• Heating</li> <li>• Poor wi-fi connection</li> <li>• Board member uptake</li> <li>• Increased Potential Stresses/workload</li> <li>• Paperless Office</li> <li>• Reliant on external funding</li> <li>• Lack of constructive tenant feedback</li> <li>• Policy and particularly procedure weaknesses</li> <li>• Re-charge Repair fairness</li> <li>• Staff changes</li> <li>• High sickness absence</li> <li>• Heating within the building</li> <li>• Website – not doing anything different since Covid, return to 'normal'</li> <li>• Communication between teams</li> <li>• Training</li> <li>• Keeping website up to date</li> <li>• Full time/part time digital officer for social media, newsletters, calendar of events, letters etc.</li> </ul>
<p style="text-align: center;"><b>Opportunities</b></p> <ul style="list-style-type: none"> <li>• Software/Digital transformation</li> <li>• Develop active Tenant participation</li> <li>• New Software packages &amp; better use of existing software</li> <li>• Kickstart Scheme</li> </ul>	<p style="text-align: center;"><b>Threats</b></p> <ul style="list-style-type: none"> <li>• Brexit/Indy 2</li> <li>• Increasing debts resulting in homelessness</li> <li>• Funding for new posts and existing services</li> </ul>

<ul style="list-style-type: none"> <li>• Social Media Strategy</li> <li>• Digital Transformation</li> <li>• Website/App</li> <li>• Showcase successful projects</li> <li>• Paperless office – paper free environment will create more space</li> <li>• Home working flexibility</li> <li>• Promote CHA more – Communication Officer</li> <li>• More modern homes (new builds)</li> <li>• Training for staff and Board</li> <li>• Values Refresh</li> <li>• Website</li> <li>• Social Media</li> <li>• Staff Structure</li> </ul>	<ul style="list-style-type: none"> <li>• Health and wellbeing of tenants - poverty</li> <li>• Environmental issues/impact</li> <li>• Fraud/phishing/hacking</li> <li>• Climate change</li> <li>• Legislative and Regulatory changes</li> <li>• Covid Pandemic – lessons learned what has/is to be implemented</li> <li>• Economic recovery due to Covid</li> <li>• Transport links in local area</li> <li>• Low demand for housing in some areas</li> <li>• Council cut backs and reductions in services</li> <li>• GDPR/FOI Breaches</li> <li>• Loss of community member participation and involvement</li> <li>• Reduced council resources to respond to environmental issues (woodland and estate)</li> <li>• Covid 19 – health and wellbeing of staff (staff morale, potential stresses/workload)</li> <li>• Lack of progression/succession planning for staff</li> <li>• Supply issues due to Brexit/War</li> <li>• Pension liability</li> <li>• Fuel poverty – impact on rent arrears</li> <li>• Rise in food costs/petrol etc</li> <li>• Loss of staff</li> <li>• Welfare Reform</li> <li>• Rise in NI contributions</li> <li>• Rise of inflation</li> <li>• Cost of living crisis</li> <li>• Board member uptake</li> <li>• Higher Rents</li> </ul>
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### 6.3 - RISK MANAGEMENT

Effective risk management is a core ingredient in any successful business. Managing the risks to our organisation reduces the chance of us having to deal with the unexpected and ensures proactive management rather than reactive crisis management. We have therefore adopted a comprehensive approach to risk management to ensure that we:

- are more flexible and responsive to new internal and external demands;
- are able to make informed decisions;
- can provide assurance to the Board, the Audit & Risk Committee and the management team;
- reduce incidents and control failures
- integrate risk management into the culture of the organisation;
- raise awareness of the need for risk management;



- encourage a positive approach to risk management;
- support improved decision making, innovation and performance through a good understanding of risks and their likely impact;
- manage risk in accordance with good practice.

**AUDIT & RISK COMMITTEE** - The Board is responsible for overseeing risk management in the organisation. In 2019 we extended the remit of the Audit Committee to include overseeing our approach to Risk Management and it is charged with monitoring the management of high-level risks, reviewing the risk appetite and ensuring proper controls are in place.

**RISK REGISTER** - We maintain a detailed and up-to-date register of significant risks where we set out their causes and potential impact, assign a named person to be responsible for their management, the controls we have in place together with a scoring system to help us to understand their seriousness. We use this proactively to identify, assess, control, monitor and review the risks to our organisation.

***Our current Risk Register in in Appendix 4***

## SECTION 7 - PRIORITIES

Our analysis of the external and internal environment has helped us to identify our key corporate priorities. These can cut across our strategic objectives and service areas and is underpinned by ensuring that we look at providing Value for Money for our tenants and external investors (e.g. funders).

- Improving operational performance
- Rent Affordability, tenancy sustainability and alleviating homelessness
- Strategic Asset Management including tenant and resident safety
- Community Development, engagement and regeneration
- Governance & business improvement (including digital and equality and diversity measures)
- Strong financial controls and medium and long-term financial planning

### 7.1 – IMPROVING PERFORMANCE

Pre-pandemic Cassiltoun had a strong performance record with comparably low levels of rent arrears and void costs as well as high levels of satisfaction. The pandemic has had a negative impact on performance indicators and getting this under control and bringing the figures back to pre-lockdown levels will be an ongoing priority.

### 7.2 - RENT AFFORDABILITY, SUSTAINING TENANCIES AND ALLEVIATING HOMELESSNESS

Over the past two years we have been developing new homes that have increased the supply of good quality affordable housing in the area to meet critical housing need.

We are also aware of the current financial pressures on households. We have reviewed our rents with the SFHA's affordability tool to check how our rents affect different household types.

This indicates that the majority of our rents are either affordable or just affordable according to house type and household composition. We are aware that single people under 25 and larger families who are on limited incomes are those that may find meeting their rent and general outgoings more difficult. We are committed to maintaining rents at an affordable level, supporting people to sustain their tenancies and working with Glasgow City Council to allocate properties to those experiencing homelessness. We will also help our tenants to reduce or meet their other housing-related costs through external and internal funding. We know that fuel poverty is a particular issue for many of our tenants and ensuring that all our properties meet the new EESSH standards will be critical. Our Advice service will continue to play a key role in supporting our tenants.

**Rent Benchmarking** - Cassiltoun's property sizes range from 1 bedroom to 6-bedroom properties. We also have a 40-bed residential home and supported accommodation. We have benchmarked with other organisations against the most common property types.

	Average Rent 2020/21*			
Landlord	2 Apt £	3Apt £	4 Apt £	5 Apt £
Cassiltoun HA	77.05	79.52	90.98	100.87
Cathcart & District HA	65.24	80.17	91.27	93.70
Craigdale HA	71.52	76.26	86.23	89.61
Govanhill HA	86.07	93.51	106.70	123.80
North View HA	73.10	90.20	100.56	112.55
Scottish Average	79.48	82.60	89.81	99.97

*\*figures for 2021/22 have not been published on SHR website at time of writing.*

### 7.3 - ASSET MANAGEMENT INCLUDING TENANT AND RESIDENT SAFETY

**The Asset Management Plan** which will be updated in 2022/2023 to take into consideration the outcomes of our latest stock conditions survey, sets out the framework for our approach to managing our assets in order that we achieve our aims and objectives both now and, in the future, and ensuring compliance with the Scottish Housing Regulator's Regulatory Framework.

Our Asset Management strategy identifies how we will manage, maintain and invest in our property assets to ensure that our properties provide attractive, good quality homes for our residents and future customers, at an affordable cost to them and us. We also want to ensure our homes and other property assets are in the right location and are fit for purpose, provide value for money, support growth and diversity and are sustainable into the future.

Various asset management procedures and processes are in place to achieve this, including the following:

- Planned and Cyclical maintenance programmes;
- Reactive maintenance policy and procedures;
- Voids procedures;
- Response targets and quality standards;
- Health and safety procedures.

Through our asset management strategy, we contribute to our strategic objectives and we are committed to ensuring the following:

- Recognition of our customer needs;
- Customer satisfaction;
- Quality standards;
- Suitability of purpose;
- Sustainability;
- Financial viability, affordability and value for money;
- Delivering added value through contributing to our community benefits strategy, where possible.

### General Principles

- To consult with tenants and residents, keeping them updated on forthcoming programmes of works  
and to incorporate tenant choice wherever possible as part of the replacement programmes.
- To provide a planned and cyclical maintenance programme and undertake improvement works and an adaptations service in a professional and cost-effective manner.
- To ensure compliance with all relevant legislation and regulations and to maintain the stock in accordance with the landlord responsibilities set out in the tenancy agreements.
- To maintain the Association's properties in a good, lettable standard at all times.
- To undertake, wherever possible, and where funding is available, the incorporation of innovation and improvements as part of our programmes that provide a long-term benefit to our tenants and the environment, especially those which reduce running costs or improve the quality of life for residents.
- To ensure that the works carried out are undertaken effectively and efficiently in compliance with recognised good practice.
- To reduce the amount of ad-hoc major repairs and routine maintenance through a planned maintenance approach.
- To undertake regular stock condition surveys and inspections and maintain updated life cycle costing programmes for all our properties.
- To undertake where necessary, risk management appraisals, value management and cost benefit analysis in respect of identified and planned works.

- To report regularly to the Board of Management, on planned programmes, progress, spend, costs and other relevant issues.

**Customer Profiling and Stakeholders** - We recognise that there are a number of key stakeholders in relation to our asset management strategy. These include:

- Residents, service users, local stakeholders and the wider community;
- Our Board of Management and staff;
- Funders and lenders;
- The Scottish Housing Regulator and other regulators;
- Partners, such as the local authority, contractors, others RSLs, agencies and community groups.
- Compliance with Standards

As a registered social landlord, Cassiltoun will comply with the regulatory requirements of the Scottish Housing Regulator (SHR). The Asset Management Strategy has been guided by the SHR recommended practice for Strategic Asset Management (August 2012). Compliance with statutory obligations and health and safety requirements is reflected in our cyclical and planned maintenance programmes and processes.

**Health and Safety/Tenant and resident safety** – Our Health and Safety Committee meet regularly to discuss our compliance against the Control and landlord manuals and we have an external audit of our compliance.

**Planning and performance** - Our short to medium term cyclical and planned maintenance programmes are recognised in our 5-year financial plans. Our ongoing planned maintenance and improvement programmes are included as part of our 30-year business and financial plans. Performance is monitored and regularly reported to senior management, our Board of Management and our customers. The reporting process allows us to control costs and identify any trends which require intervention or can impact on the planning process.

**The Scottish Housing Quality Standard (SHQS)** was introduced in February 2004 and is the Scottish Government's principal measure of housing quality in Scotland. SHQS Compliance was required by April 2015, with the exception of any abeyance and exemption. We achieved full compliance of all properties by the due date with the exception of allowable exemptions and abeyances. We regularly monitor our properties to ensure continued compliance.

**The Energy Efficiency Standard for Social Housing (EESHS)** was launched by the Scottish Government in March 2014. The standard sets minimum energy ratings for social housing stock to achieve by 31 December 2020. The standards are based on target minimum energy ratings that vary dependent upon the dwelling type and the fuel type used to heat it. During 2019/20 an independent surveyor carried out a cloning exercise of all our stock which confirmed that at the end of March 2020 99.9% of our stock meets the standard.

Our Stock Condition Survey completed in 2012/2022 checked the SAP ratings and we have commissioned the further production of EPC's to ensure that our stock continues to meet the standard by informing our investment programme. We will plan our future improvement works to enable the remaining properties to pass, barring tenant refusal or other issues out with our control, which may result in abeyances or exemptions. We are now working towards compliance with EEESH 2.

The Stock Conditions Survey will also be used to update our investment programme priorities. We will re-prioritise our schedule of component replacement to take account of our legal duties and responsibilities, our need to smooth the programme to ensure we have sufficient capacity and the anticipated increase in tender prices.

Our current planned expenditure and for the next two years is below.

<b>Planned Maintenance</b>	£865K	£974K
<b>Responsive Repairs including Voids</b>	£674K	£624K
<b>Cyclical/Estate Maintenance</b>	£836K	£749K
<b>Medical Adaptations</b>	£50K	£50K

#### 7.4 - COMMUNITY DEVELOPMENT, ENGAGEMENT AND REGENERATION

In our vision and strategic objectives, we have set out our desire to help create and support the local community. We recognise that this requires us to be more than a landlord and to use our skills and resources to deliver enhanced social impact. We have a history of delivering successful regeneration projects these include: promoting and supporting community-led action to overcome the isolation and disadvantages experienced by local people; support for older people, families and young people; skills development and employability programmes; tackling social isolation and loneliness; improving health and wellbeing, and social enterprise creation.

Cassiltoun's role in each of these will vary depending on where we feel we can best add value. We will actively seek to work in partnership with others, new funding for projects and use social benefit clauses in procurement processes. Our work leading the Community response to lockdown through 'Castlemilk Together' demonstrated our commitment to collaborative working practises and delivering programmes that benefit the whole of the Castlemilk community and not just Cassiltoun tenants.

***Our current Community Development Strategy can be found at Appendix 5.***

**Engagement** - Cassiltoun always aims to put customers at the heart of everything it does. This includes providing opportunities to shape services, agree priorities and provide feedback. There are a range of opportunities for tenants and residents to get more involved with the work of Cassiltoun. However, we are always looking to improve how we engage with our tenants and residents to ensure that we are able to capture as wide a range of views as possible. . Currently people can:

- Become a **Board member** and govern the organisation
- Join our **Community Advisory Panel** and look at specific areas of our activity and provide recommendations to the Board
- Join the **Estate action group** and liaise with staff and other service providers and provide practical feedback at a local level
- Join our **Youth Group** who design activities that respond to the needs of local young people and help us to review documents and give a view from an alternative perspective.
- Take part in **consultations** and **satisfaction surveys** which give us the information we need to shape new services and improve existing ones.

## 7.5 GOVERNANCE AND BUSINESS IMPROVEMENTS

**Governance** - Cassiltoun recognises that strong governance is critical to the operation of our business and our compliance against the Regulatory Framework. We are constantly reviewing how we can improve against best practise in the sector.

We having a rolling review and an action plan against our compliance with the Regulatory Framework and work with staff members and the Board to discuss the evidence we can provide to the Board to ensure high levels of Assurance and whether there are any improvements required in these areas to improve performance.

In 2022-2023 there will be an internal audit of the Associations Compliance against the Regulatory Framework

**Digital Improvements** – This year we are taking forward some of the recommendations made from an external review and our IT business partners to improve our internal IT systems and processes. These will improve our efficiency and how we engage with our tenants.

**Equality and Diversity** – This year we will continue with work on our Equality and Diversity strategy which will look at how and where we collect information from across the activities in the organisation and importantly how we use that information to inform the services we provide.

**Succession Planning** – As part of Board appraisals we have discussions with regards to succession planning. This year the Association will review its approach to succession planning and create a more formal policy. Succession Planning is critical to secure the long-term viability of the organisation. As such the issues it will address will include:

- Anticipated growth and change of the Association
- Key Board Members skills and competencies that need to be retained and expanded
- Identification of additional skills and competencies that need to be developed/attracted



- Expected and unexpected Board Member retirements and turnover
- Personal development and training plans for Board of Management Members.
- Reflecting good governance, the Association's Board of Management will plan for and have a strategy for its own renewal with recruitment being open and focused on creating a diverse, skilled and effective Board of Management

**Internal and External Audits** - We have created a number of Action Plans that have been generated through internal and external audits of our Business and in response to legislative changes and Board Scrutiny and Assurance. We will continue to work through these and update the Board.

Current Action Plans:

- Assurance Action Plan (rolling plan)
- Governance action plan
- GDPR
- Landlord Health and Safety
- Investors in People/Healthy working lives (rolling plan)
- Equality and Diversity
- Financial Controls

***A copy of our Internal Audit Plan can be found at Appendix 6.***

## SECTION 8 - OUR FINANCES

### 8.1 OVERVIEW

**The 30 Year Financial Plan** is a long-term projection for the Association based on cash, both inflows and outflows, which helps to identify funding gaps and demonstrate long term financial viability and any pressure points. It is also a requirement of Barclays and CAF banks plus the Scottish Housing Regulator to have this in place and approved by the Board annually. The first 5 years of the existing approved plan is uploaded electronically to the Scottish Housing Regulator's Portal but then adjusted to take the budget into account along with any known changes.

***The 30 Year Financial Plan can be found in Appendix 7.***

### 8.2 FINANCIAL MODELLING AND ASSUMPTIONS

Cassiltoun's 30-year financial plan was independently updated in May 2022. Cassiltoun's previous 30-year plan was based on RPI inflation and assumed rent increases of RPI plus 0.5% percent throughout the 30 years. Our new plan was revised on the more realistic assumptions of inflation based on CPI. The plan assumed costs increasing by CPI across the

30 years (unless otherwise known) and that rents would increase by CPI plus 1% for this first 5 years and revert back to CPI only for the remainder of the plan.

Financial assumptions are re-assessed during the year if there are significant changes to the business or external economic factors which affect the business.

### 8.3 INCOME AND EXPENDITURE AND BALANCE SHEET PROJECTIONS

The 30-year plan shows the Association making small in-year losses for 5 of the first 6 years before moving to a surplus. This increases in the latter years of the plan when interest payments and bank loans for housing developments are gradually repaid.

This has an impact on our predicted cash position



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### 8.4 LOAN COVENANTS

These are presented quarterly to the lenders on the basis of Income & Expenditure results but with depreciation excluded, amortized HAG removed from income and capitalised major repairs spending included. This therefore reflects close to a cash position and maintaining accounting treatment neutrality which brings the quarterly covenants into line with the business plan cash projections.

### 8.5 SENSITIVITY ANALYSIS

The model was stress tested for the following scenarios:

#### Positive Sensitivity

1. Inflation increase by 0.5%

2. Variable loan rate reduction by 0.5% from year 2

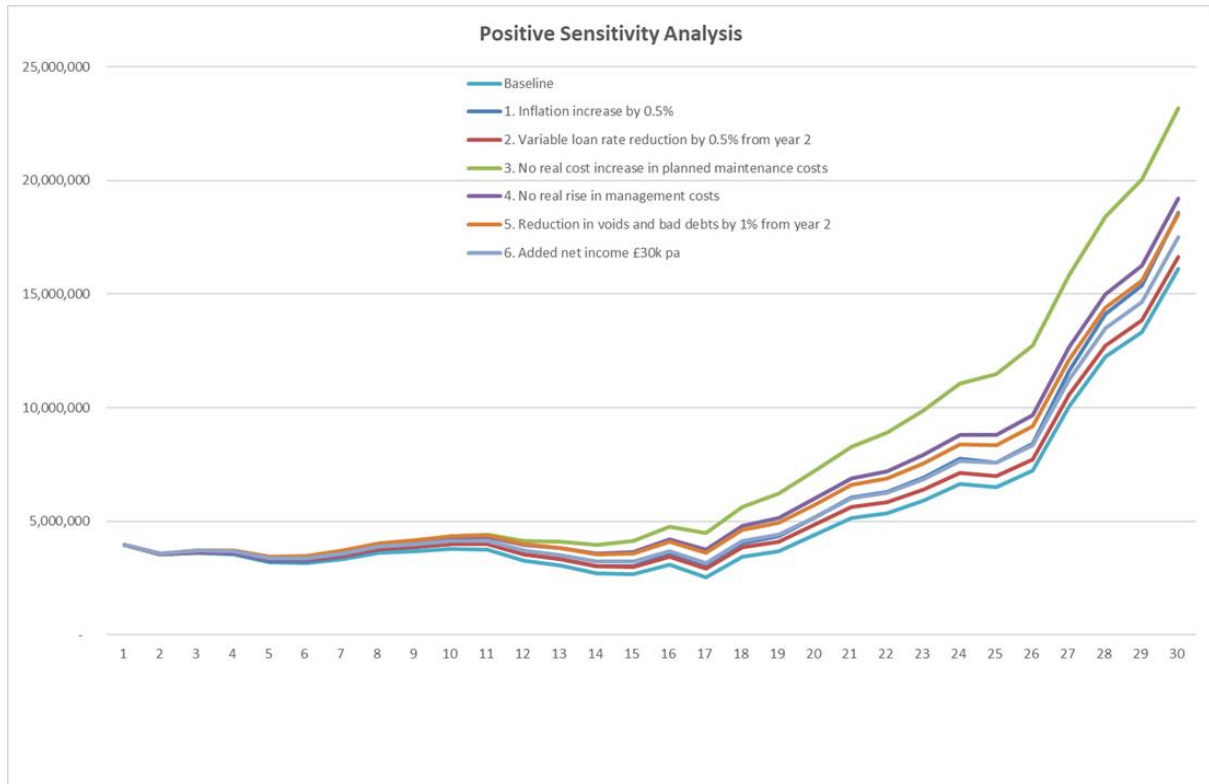
3. No real cost increase in planned maintenance costs
4. No real rise in management costs
5. Reduction in voids and bad debts by 1% from year 2
6. Added net income £30k pa

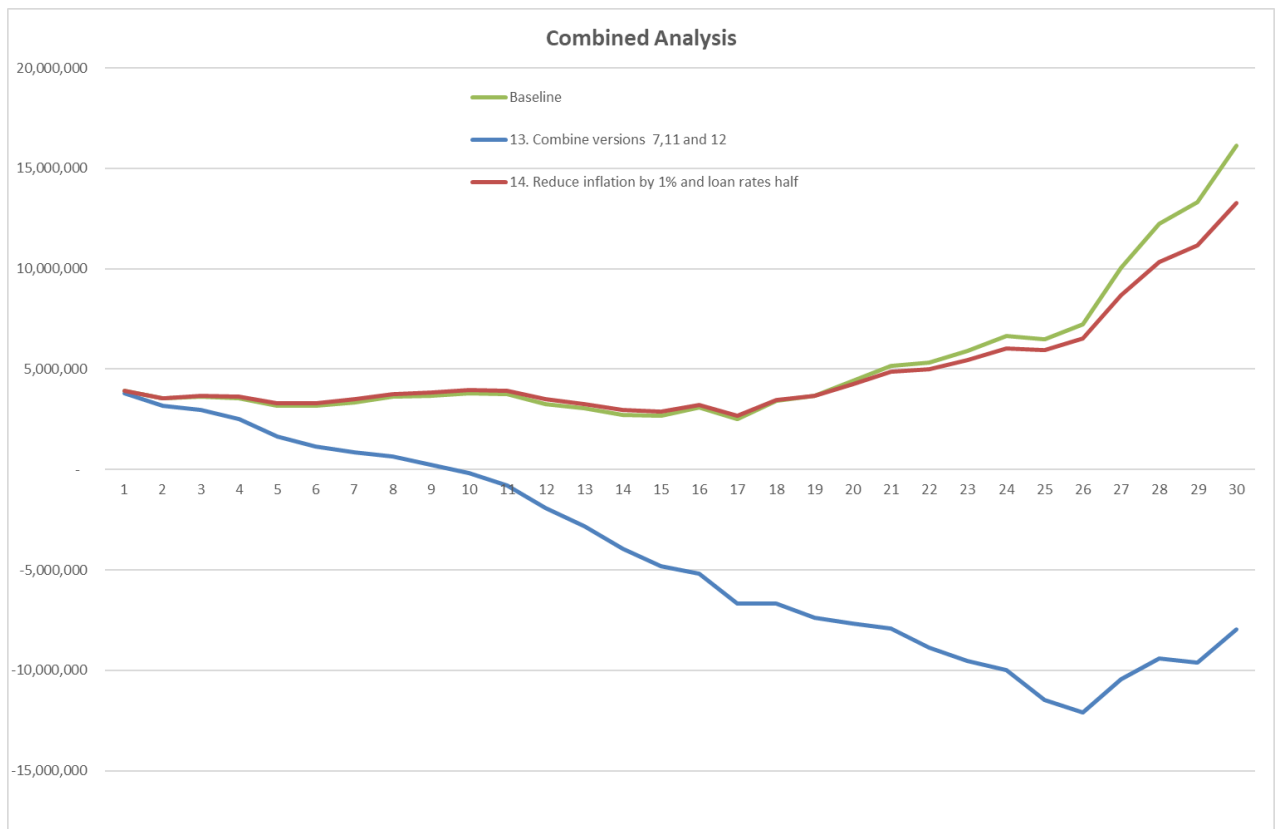
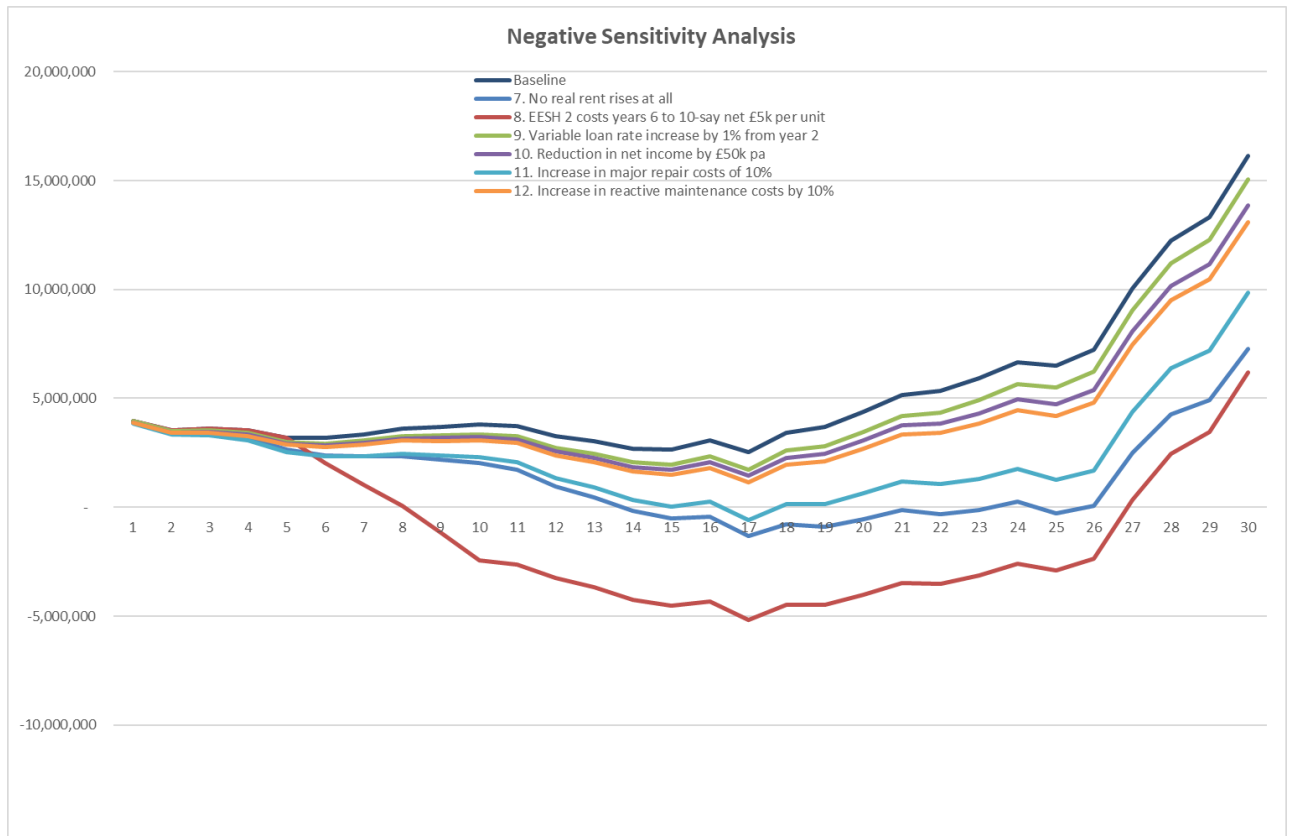
#### Negative Sensitivity

7. No real rent rises at all
8. EESH 2 costs years 6 to 10-say net £5k per unit
9. Variable loan rate increase by 1% from year 2
10. Reduction in net income by £50k pa
11. Increase in major repair costs of 10%
12. Increase in reactive maintenance costs by 10%

#### Combined Sensitivity

13. Combine versions 7,11 and 12
14. Reduce inflation by 1% and loan rates half





## SECTION 9 - VALUE FOR MONEY AND BENCHMARKING

### 9.1 - VALUE FOR MONEY

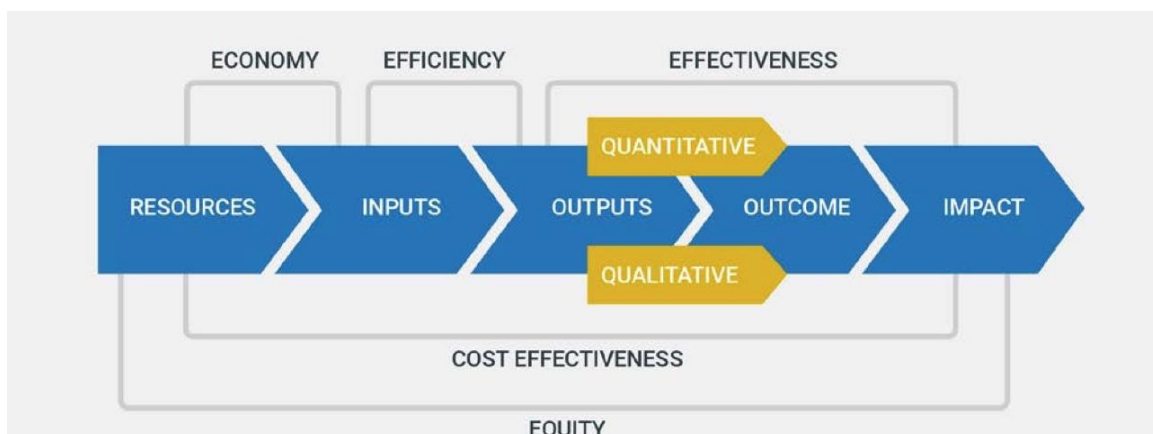
Cassiltoun already believe that Value for Money is embedded into our business operations. During 2022 -2023 we will work with our tenants to review our Value for Money policy. At Cassiltoun we focus on the 4 E's:

**Economy:** refers to the costs of the inputs needed for the project e.g. unit costs of staff, materials or equipment.

**Efficiency:** refers to the cost of achieving each output e.g. what output you get for the input you put in. We want to maximise the given output for a given input.

**Effectiveness:** refers to whether the project's outputs will translate into the project's outcomes and at what cost.

**Equity:** refers to whether the project is addressing social or economic disparity. It is a cross-cutting principle to consider throughout a VFM analysis.



Cassiltoun currently defines Value for Money as: -

- Delivering maximum value while minimising cost.
- Providing high quality services that meet the needs and expectations of our Tenants/Customers as efficiently and cost effectively as possible.
- Making the best use of available or limited resources.
- Ensure transparent and well understood costs, detailing the quality and level of service provided.

The Scottish Housing Regulator published its 4th Year Report from its National Panel of Tenants and Service Users; this theme considered views on what value for money means for users of social landlord services. It included a range of factors that contribute to value for money judgements and to what extent service users see these factors as potentially justifying higher rents.

Feedback suggests that value for money judgements are influenced by a broad range of factors. The main driver of views on value for money appear to be:

- Rent Levels and Affordability
- Comparability of Rents
- Quality of Services such as Repairs/Maintenance
- Capital Investment in Homes
- The Size of Annual Rent Increases.

The goals of our strategy are to improve our performance on costs and our outcomes compared to other associations of our size and complexity and to ensure that we are making the best possible use of our assets to meet our objectives.

## 9.2 - SECTOR BENCHMARKING

	Tenant Satisfaction 20/21*			
Landlord	Self-Contained Units	Overall service provided %	Landlord good at keeping them informed %	Satisfied with opportunities to participate %
Cassiltoun	1013	91.3	99.5	99.8
Ardenglen HA	982	94.5	99.0	99.5
Prospect HA	882	91.5	98.2	96.2
Osprey HA	1637	92.6	94.4	88.8
Linthouse HA	1172	91.1	93.2	96.8

	Quality & Maintenance of Homes 2020/21*			
Landlord	Homes that meet (SQHS) Standard (%)	Time taken to complete emergency repairs (hours)	Time taken to complete non-emergency repairs (days)	Reactive repairs Right First Time (%)
Cassiltoun	99.2	2.3	3.3	96.3
Ardenglen HA	100.0	2.7	5.3	95.7
Prospect HA	99.1	2.0	3.0	97.1
Osprey HA	96.4	2.5	8.0	95.8
Linthouse HA	61.6	10.9	4.6	87.4



	Value for Money 2020/21*			
Landlord	Self-Contained Units	Total Rent Collected (%)	Rent Collected – Empty homes (%)	Time to re-let homes (days)
Cassiltoun	1013	98.8	0.7	33.1
Ardenglen HA	982	100.5	0.4	21.9
Prospect HA	882	99.9	0.5	39.6
Osprey HA	1637	100.6	0.7	27.8
Linthouse HA	1172	101.3	0.9	38.4

*\*figures for 2021/22 have not yet been published on the SHR website at the time of writing*

## SECTION 10 - MONITORING AUDIT & REVIEW

We will review and update this business plan every year as part of our annual business planning cycle. Although this is primarily an internal process, we are keen to widen the scope to include our new Tenants Scrutiny Panel and other key stakeholders.

### 10.1 - PERFORMANCE MANAGEMENT

There will be an annual review of which Key Performance Indicators (KPIs) will be reported to the Board as part of the monitoring and review process, to ensure that a limited number of appropriate indicators are identified which will demonstrate whether or not strategic objectives are being successfully progressed and met.

Staff will continue to be fully engaged with management in drawing up annual delivery plans to move forward the strategic objectives and key priorities identified within the business plan. Following Board approval of the business plan for the year ahead, the staff appraisal process will be used to cascade delivery plans and targets down to individual staff members. On-going one-to-one meetings, including a 6-month review of individual tasks and targets, will maintain the focus throughout the year.

The Board will receive a review of progress with the business plan which will include:

- Delivery plan tasks programmed for completion
- KPI targets – position at each quarter end
- Management accounts, including financial KPIs and loan covenant compliance
- Review of key risks affecting successful delivery of the business plan

## SECTION 11 - THE NEXT 3 YEARS FOR THE CASSILTOUN GROUP

### 11.1 - HOUSING DEVELOPMENT

The Association has been working on various housing development plans over recent years. Our approach has been to carefully consider the risks attached to each development and ensure that we have adequate internal skills and resources to complete each new build housing development and business plans whilst ensuring sufficient demand exists to occupy

the new build housing supply. This year will see the completion of our current programme.

## 11.2 - FOCUS ON EQUALITY AND DIVERSITY

. Over the next three years we will progress with our plans to develop an equality and diversity action plan which will ensure that we are more proactive with our approach to creating opportunities for all and ensuring that our Business reflects every sector of society.

## 11.3 - DIGITAL TRANSFORMATION

Over the next 3 years the staff and Board will introduce new IT systems, review our processes and make further recommendation about what areas could benefit from moving to more digital based platforms.

## 11.4 - SUCCESSION PLANNING AND FINALISING STAFF STRUCTURE

It is important that we carry out our staff and Board succession planning to help enable us to prepare for the future.

In 2017, we completed a 5-year staff succession plan to allow the Board to assess the future service, career development and aspirations of the staff team. We anticipate refreshing the document in 2022/2023. Due to recent staff changes the Association will complete a review of its staffing compliment in Q1 of 2022/2023. We will also complete a review of our Board succession planning, creating a new policy and look ahead and plan for our business needs in relation to the membership of our Board, subsidiaries and sub-committees and office bearers

## 11.5 – THE YEAR AHEAD

As a business Cassiltoun will focus on the following areas in the next 12 months:

**Rent arrears and rent affordability.** Like many other landlords Cassiltoun has seen a sharp increase in rent arrears. Our staff will concentrate on ensuring that tenants have access to the benefits they are entitled to, that tenants are assisted to budget their income and expenditure and that tenants in arrears are supported to draw up affordable repayment plans.

**Asset Management** -The Investment programme for 2021/22 was been designed to ensure that we meet the requirements for the Fire and Carbon Monoxide Detector Standard. We also have a programme of electrical checks as part of the cyclical maintenance programme and ensure that we are complying with our regulatory and legislative duties. This will now be completed in 2022/2023.

We will review our plans further in the next two years to consider our requirements under EESH2 and any consideration we need to make in terms of the local authority or Scottish Government plans for carbon neutrality.

**Seeking efficiencies and value for money.** We will ensure that we scrutinise our costs, reduce discretionary spend and seek efficiencies where we can. However, this must be balanced with continuing to provide a high-quality service to our tenants and wider community, having the staff in post to deliver essential service and supporting and training staff, ensuring that adequate health and safety measures are in place and continuing to deliver on our major business aspirations. We will review our Value for Money strategy by the end of 2022-2023.

**Consulting with stakeholders.** We have maintained our levels of consultation with many of our external stakeholders including out lenders and strategic partners and some of our tenant groups. We look forward to working with the new Community Advisory Panel and reporting back on the actions from their first report and working with them as they scrutinise another area of the business.

## SECTION 12 - APPENDICES

- Appendix 1 – Cassiltoun Trust Business Plan
- Appendix 2 – Cassiltoun Stables Nursery Business Plan
- Appendix 3 – Board Members details
- Appendix 4 – Risk Register
- Appendix 5 – Community Development Strategy 2022/23
- Appendix 6 – Internal Audit Plan 2022/23
- Appendix 7 – 30 Year Financial Plans
- Appendix 8 – Operations Service Plan 2022-2023