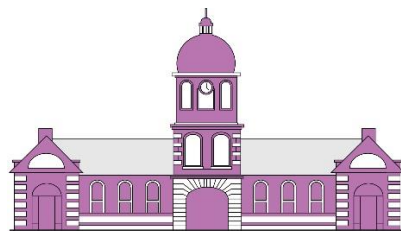




THE OSCAR MARZAROLI COLLECTION

MONDAY 9TH MARCH, 1:30-3:30PM

AT CASTLEMILK STABLES



Cassiltoun Trust

Cassiltoun Trust Business Plan

2020 | 2021



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

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Cassiltoun Trust Business Plan

Executive Summary

- Cassiltoun Trust has now been in operation since 2001.
- 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, bringing new services, training, volunteering and social engagement opportunities for the local community.
- 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

The former Stables block in Castlemilk is a multi-function building meeting a range of community uses. This business plan sets out the arrangements for the continued ownership and management of the building by Cassiltoun Trust, their ongoing objectives and demonstrates the Trusts long-term viability.

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.

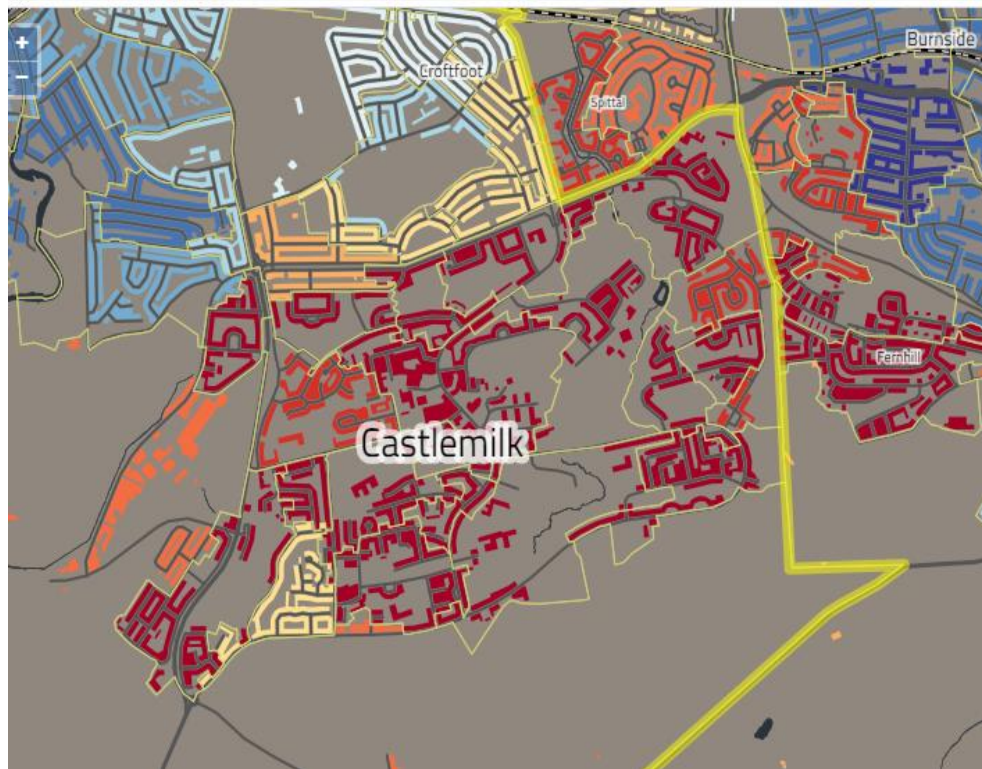
4. Social and Economic Context

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 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.



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:

- Bailie Councillor 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, Chief Executive of Thenue Housing Association
- Susan Casey, Community Member
- Evelyn Ferguson, Castlemilk Resident, Board member Cassiltoun HA



A Charity Trustee must:

Act in the interests of the charity:

- Operate in a manner consistent with the charity's purpose
- Act with care and diligence
- Manage any conflict of interest between the charity and any person or organisation who appoints trustees
- Ensure that the charity complies with the provisions of “The Charities and Investment (Scotland) Act 2005” and other relevant legislation.

6. Facilities

The Stables has a mix of office accommodation, a children nursery provision and a mix of meeting rooms, community spaces and outdoor garden areas.

Currently all the long-term rental spaces are let to Cassiltoun Housing Association and Stables Nursery.

The Trust can still offer meeting spaces for local groups or other organisations and the communal areas of the building and the surrounding garden areas are still used to deliver a wide range of community projects.

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. Funding Commitments (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 specific funding conditions. The current range of community involvement and use of the Stables and the surrounding woodlands is ensuring that the Trust meets the conditions that have been set.

Between July 2007 and March 2020, the Trust has delivered a wide range of social, economic and community focused programs including:

- Welcomed ministerial visitors from the Scottish Government, including the First Minister;
- Created more than 70 employment opportunities;
- Recruited and supported local volunteers who assist the Trust to deliver its objectives;
- Worked with educational establishments to deliver 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;
- Received in excess of 10,000 visitors;
- Facilitated local, national and international regeneration visits (our international visitors have come as far as 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 2020 to 31st March 2021

Cassiltoun Trust Strategic Objectives

To empower our local community and extended communities to make positive changes in their lives by providing education/training, employment, health and leisure time opportunities	Promote, enhance and preserve the public's knowledge of Castlemilk's "rich" history	To continue to preserve the historical and architectural significance of Castlemilk Stables for the local and extended community and to promote the preservation of other historical landmarks in the area	To promote, influence and implement and participate in local and national strategies that assist and drive community led economic regeneration and development
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The Trust has 10 Operational Objectives which support the strategic objectives

1. To recruit and support Board members to sustain and improve their skills and knowledge to help ensure that they are as effective as possible.
2. To maintain and develop the Stables external environment including the community garden area and garden room by working in partnership with local agencies and Castlemilk community to maximise the use of our assets.
3. Continue to develop partnerships both new and existing; with local voluntary and statutory groups who can assist the project achieve its education, learning and regeneration targets.
4. Maximise income by seeking opportunities to increase revenue and to monitor our expenditure.
5. To develop Castlemilk Park with our strategic partners to ensure that the needs and aspirations of the local community are given the opportunity to be realised.
6. Promote the objectives of Cassiltoun Trust further within Castlemilk and the wider regeneration community.
7. To participate in the 2020 Glasgow Doors Open Day Festival and wider events being held in Glasgow.
8. To finalise the review of the heating options for the building.
9. To deliver 2020 Bursary Programme
10. To deliver a component survey of the Stables Building (to tie in with the Housing Condition Survey)

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

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
- Out of date website
- Income & Expenditure – limited reserves. Limited options to increase income and reduce costs.

Opportunities

- New outdoor buildings
- Funding opportunities, including holiday hunger programme
- New Board Members
- New Housing Development – increase of services to new people moving into the community
- New Social Enterprise
- Visitors – door always open to new visitors
- Renewable energy

Threats

- Lose Board members
- Reputational damage – Woodlands deteriorates
- Lack of Volunteers Reduction in grant/funding
- Losing key staff (services from Parent Company)
- Potential loss of nursery income
- Unknown impact of Brexit

11. Risk Analysis

CASSILTOUN TRUST RISK REPORT - 2019-20



Risk ID	Name	Risk	Pre Control Measure			Risk Level	Control Measure	Post Control Measures			Risk Level	Action Plan	Category	Risk Owner	Action Owner
			Likelihood	Impact	Total Risk Score			Likelihood	Impact	Total Risk Score					
1	Stables Heating & Hot water Provision	Could be serious if adequate levels are not achieved .	3	4	12	Significant	Electric wall mounted heaters have been successfully used for over 12 months. . Investigations into underfloor heating is still ongoing . Immerser for hot water working effectively	2	3	6	Moderate	Consultant appointed to complete 2 stage investigations of pipework	Operational	CEO	CEO/Housing Manager
Update: Jan 20 - Register updated after Trust Business Planning Day															
2	Board Succession Planning	The Trust may not have sufficient experienced or skilled board members in future years.	3	4	12	Significant	CHA will support and encourage board recruitment particularly through the Community team	2	2	4	Moderate	Continue to promote locally.	Governance	CEO	CEO/Corporate Services Manager
Update: Update: Jan 20 - Register updated after Trust Business Planning Day															
3	Income levels appreciate at lower rate than anticipated	Rent increases are restricted as they become unaffordable	3	4	12	Significant	Rent increases discussed and approved by the Board and agreed with occupants of the building	2	2	4	Moderate	Monitor	Financial	DoF	DoF
Update: Update: Jan 20 - Register updated after Trust Business Planning Day															
4	Costs higher than budgeted	Increases in costs exceed the income stream, ongoing repairs and maintenance not completed & business	4	4	16	High	Limited scope for reducing costs, impacted by high electricity costs. Budget set annually with value for money sought for any ongoing maintenance. Building to be included in stock conditions survey (20/21)	2	3	6	Moderate	Monitor	Financial	DoF	DoF
Update: Update: Jan 20 - Register updated after Trust Business Planning Day															

12. Awards

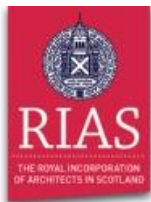


2008

Scottish Civic Trust
2010 Winner



Commendation



Scottish Building of the Year 2008



Community Woodlands Award
Highly Commended 2013



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



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

David Hamilton 1800

Elder & Cannon

2007

LANDMARKS