

# Cassiltoun Group



**Annual Report and Accounts 2018-2019**  
**Tenants' Charter Report Card 2019**

# Chair's Introduction

**It gives me great pleasure to welcome you to the Cassiltoun Group's 2018/19 Annual Report and Tenants Report Card.**



**2018/19 has been another eventful and successful year for Cassiltoun Housing Association and our subsidiary companies, Cassiltoun Trust and Cassiltoun Stables Nursery.**

During the year we have dealt with some significant milestones:

- We achieved our target of being on site with our Barlia 3 new build development.
- The Association was placed in medium engagement by the Scottish Housing Regulator (SHR) in March 2018. The Regulator was seeking assurance about our financial business planning. I am pleased to report that by December 2018, the Regulator having been given substantial assurance, moved Cassiltoun Housing Association back to low engagement.

- I am delighted to report that our internal audit of the Association's compliance with the SHR Regulatory Standards of Governance and Financial Management demonstrated very high levels of compliance. The report concluded that we are 84% fully compliant and 16% partially compliant. The Board immediately approved an Improvement Action Plan to address the areas of partial compliance.
- This has helped our preparation for the Scottish Housing Regulator's Regulatory Framework. It is important as a Board to demonstrate where we get "assurance" from. Independent reports like this lay the foundations of our approach to "good governance".
- Glasgow City Council also approved our other development plans including the feasibility report for the Nursery site. I would like to thank the many tenants and waiting list applicants who took part in the consultation events and helped to shape our response.
- In September our long standing and highly respected Chief Executive, Charlie Millar, advised me of his intention to retire in March 2019. Charlie has made an enormous contribution to Cassiltoun Housing Association. Under his leadership we have grown, developed, improved performance, efficiency and diversified our business. Today Cassiltoun Housing Association is very different from 15 years ago. Our tenants tell us they are very satisfied and that's what I will remember Charlie for.
- We therefore had the unexpected task of recruiting a new Chief Executive Officer. This vital role at the Cassiltoun Group became a top priority. After a comprehensive recruitment and selection process the Board were delighted to appoint Clair Malpas as our new CEO. Clair demonstrated outstanding leadership qualities, understands the Cassiltoun Group's business model and is widely respected within the Scottish Housing sector.

Nothing stays the same and that includes myself. This year brings an end to my 5 terms as the Chair of Cassiltoun Housing Association. I have enjoyed every minute and I am very proud of everything we have achieved.

I would like to sign off with a few words of thanks to my fellow voluntary Board members across the Group who give up their time to help make Castlemilk a better place. I have enjoyed working with them and have valued their advice.

We remain an IIP Platinum employer and I thank our staff team for their efforts and customer focused approach to delivering our services.

To all our other partners and stakeholder I say thank you for all you do to contribute to our success.

You won't be seeing the last of me as I step down as Chair in 2019. I fully intend to stay active as a Board member and continue to support the local regeneration of our community.

I hope you enjoy reading about our diverse work, performance and achievements in this years' annual report.

**Anna Stuart MBE** *Chair Cassiltoun Housing Association*

# Principal Activities

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

The table below shows the property we own:

Managed Property Numbers	2019	2018
Tenanted Property	975	975
Shared Ownership Properties	3	3
Buchanan Lodge Residential Home (bedspaces)	40	40
<b>Total</b>	<b>1,018</b>	<b>1,018</b>

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

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





# Chief Executive Officer's Report

Every success story is a tale of constant adaption, revision and change.



**Although I took over the role of Group CEO in April 2019 I have been part of the Cassiltoun staff team since 2007 and I am delighted to have to opportunity to lead such a fantastic organisation.**

The theme of this annual report is growth and across the Group there is strong evidence of the organisation growing, developing and improving.

Examples of this can be seen throughout this annual report but include our new housing, social enterprises and community activities. As an IIP platinum employer we are also proud to promote personal growth and development both amongst our staff team and the volunteers that serve on our Boards and contribute to our wider activities.

During the 2018/2019 year we reviewed our compliance against the Scottish Housing Regulators (SHR) Regulatory Standards of Governance and Financial Management. The internal audit showed very high levels of compliance and the report demonstrated a culture of robust assurance and organisational governance.

One of several highlights this year was moving back to low engagement with the SHR after a period on medium engagement due to our housing development plans.

A key milestone was achieving a site start in October 2018 of Barlia 3. The £5m development will deliver 42 new houses which will help alleviate local housing need. These houses will have the best insulation and energy efficiency in our 35 year history, which will help reduce fuel costs for tenants.

Our overall performance remains strong and benchmarks well as outlined within our tenant's charter report card section of this report. Tenant satisfaction levels also remain high.

This Annual Report is filled with information about our business performance and activities for the 2018/2019 financial year. If you have any questions about the report or ideas about how we can present our annual reports in the future I would be delighted to hear from you.

**Clair Malpas** Cassiltoun Group CEO



# Staff Team

## A note from Charlie Millar (Retired CEO)

I wish to thank our Chair, Anna Stuart MBE, our Board, staff and many contractors and suppliers for all their great support over my 15 years in charge.

I handover to the new CEO, Clair Malpas with the Group in great shape and very different from 2004 when I started out.

Good luck to Clair, I know she will take the organisation forward to a new level in future years during a period of planned growth and much change.

**Charlie Millar** Chief Executive Officer (retired March 19)



**Our employees are our biggest asset. Along with our Board of Management, our staff contribute effectively towards the delivery of high levels of performance.**

**They strive hard to deliver the best possible service and achieve their operational targets which in turn deliver the strategic objectives of the Association.**

We carry out annual appraisals with our staff team.

This performance management process looks at both past performance, future goals and staff development.

We believe in investing in our staff and nurturing their development in areas where they are less strong, in order to allow them to make greater use of their strengths. By doing so we retain our high performers. Succession planning is key and motivates staff to perform well and have control of their future success.

Our recent Investors in People Platinum review highlighted *“your values and behaviours underpin what you expect of all leaders and managers”*. *“Cassiltoun is always looking to improve and staff felt that ideas and suggestions were always welcomed and would be taken on board. Staff confirmed that there was a “no blame” culture and that any mistakes would be handled in a supportive way with the focus on learning and improving”*.

**Paula Brownlie** Corporate Services Manager

### Total Number of staff

2018/19  
**28**  
2017/18 28

### Staff Absence

2018/19  
**2.89%**  
2017/18 2.82%

### Staff Turnover

2018/19  
**7.34%**  
2017/18 7.27

# Strategic and Operational Objectives

## Our Strategic Aims 2019 to 2021

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

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

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

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

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

## Our Mission Statement

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

## Operational Objectives • 2019 to 2020

### 1 Governance

- A. To continue to recruit new board members to assist with the strategic leadership and direction of the Association.
- B. To support our Board of Management's agreed training and learning plan.
- C. Continue to support our subsidiary companies with effective management and Governance support.
- D. To continue to meet Regulatory Standards and prepare for the introduction of new Assurance Statement.

### 2 Operational Performance

- A. To maintain performance across the KPI's and SMART plans set out in the Internal Management Plan.
- B. To ensure that we deliver the objectives set in the Asset Management Plan and deliver our 2019/20 major repair improvement plans.
- C. Continue to maintain the effectiveness of our Reactive, Cyclical and Environmental contracts.
- D. Ensure that the Associations preparations for Universal Credit continues to be effective.
- E. Complete necessary energy efficiency works to comply with EESSH before 2020 deadline.

- F. Complete necessary work to ensure that we are compliant with new fire and smoke detector regulations by 2021.

### 3 Progress with our Development Plans

- A. Achieve a completion for Barlia 3 by Q3.
- B. Achieve a site start for Castlemilk Drive by end of Q3/early Q4.
- C. Progress with plans for the Nursery Site.

- 4 To meet existing funders expectations and continue to seek other opportunities to continue with non-housing regeneration plans.

- 5 To deliver the Castlemilk Park Events programme in 2019/20 and to progress with the ongoing regeneration of the park.

- 6 In 2019/20 continue with compliance of the Investors in People review of platinum standard.

- 7 Progress with the plans to create Cassiltoun Environmental Services (new social enterprise) to achieve a start date by Q2.

- 8 Prepare for the extension of Freedom of Information Act to Social landlords.

- 9 Introduce a 3 year internal audit programme.

- 10 Complete a Tenant Satisfaction Survey by beginning of Q3.



# Operational Review

## Principal Risk and Uncertainties

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

Welfare reform changes have been mitigated through having a Welfare Team to support tenants and owners helping them manage and budget personal finances.

The impact of servicing the SHAPS defined benefit pension liability on the Association's cash flow and the risk in respect of the SHAPS defined benefit pension liability is managed through monitoring the scheme valuations and including all costs into the long term business plan.

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

## Future Plans

The Association will complete its "Barlia 3" development of 42 properties in early 2020 and this will be followed by phase two of our development plans by taking forward proposals to build 60 flats at

Castlemilk Drive in partnership with Crudens Construction with an anticipated site start around March 2020.

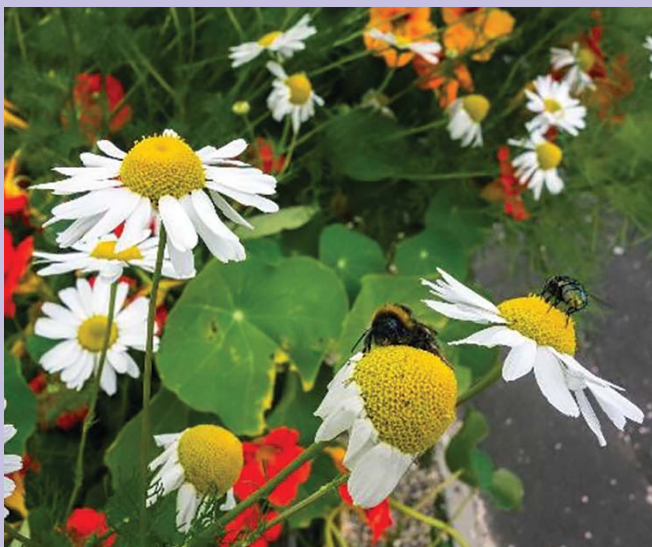
The final third phase is exploring the development of spare ground to the south of the Association's office known as the nursery site, which would be built in conjunction with the private sector. A feasibility study has been completed showing up to 59 properties being for social rent and 88 for sale by a commercial builder. The Board are considering their options for this site and we continue to work closely with Glasgow City Council, City Property (Glasgow) and our other key stakeholders to undertake a full site investigation and work through the design and layout.

The new build housing will help many people on our waiting list who require larger or smaller accommodation and we anticipate further housing needs being met as a result of internal transfers. This will also contribute to Glasgow City Councils Strategic Housing Plan to alleviate homelessness.

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

Following a feasibility study in 2018 and a robust business planning process we are working on setting up another charitable subsidiary in the Spring or 2020. 'Cassiltoun Environmental Services' will provide property close cleaning and environmental services.





We aim to improve the quality of service to our tenants and factored owners as well as keeping a tight control on costs.

In November 2019 we will be ready for the introduction of being covered under the Freedom of Information (Scotland) Act. Much of our information is already published on our website including performance measures, governance matters, minutes of Board meetings and future plans.

## Corporate Governance

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

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

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

## Going Concern

The Board of Management has reviewed this year's results and projections for the next 5 years. The Board has a strong expectation that the Group and Association has

adequate resources to continue in operational existence for the foreseeable future. Thus the going concern basis of accounting is adopted in preparing the financial statements.

## Performance Management

During 2018/19, the Association demonstrated continuous improvement in many areas of our performance and excellent signs of stability in others underpinned by a planning framework set out as follows. All our staff take part in the business review sessions during our annual review day when we sign off the 3 year Internal Management Plan and 30 year Business Plan. This has been supported by the use of clear planning tools such as SMART planning, the Operational Service Plan, the Asset Management Plan and the Association's Financial Business Plans.

The Association produced its annual Tenants Charter Report Card in October 2018 which outlined our charter performance and how we benchmark locally and against the Scottish average. Furthermore, areas that require action for improvement have been identified and published.

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

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



## Best use of resources

In the year the Association retained its award as a Platinum Investors in People organisation. Our ongoing performance, future improvements and strong customer focus depends on a highly motivated and well trained staff team and we believe our performance, high levels of tenant satisfaction and attendance management demonstrates this. Investment in our staff team is critical to our success.

**Our planned major repairs programme on fabric repairs was a little below its target with the work being continued into the following financial year. We achieved:**

- **£192k** undertaking fabric repairs at Haddam Ave and Ballantay Road covering 162 flats,
- **£27k** electrical lighting upgrades to 11 closes, and
- **£37k** of kitchen, central heating and other improvements.

Our reactive repairs service is delivered by one multi trade contractor after a robust procurement exercise and has been successful for the third year in succession. Tenant satisfaction levels are consistently high with performance levels between 99% and 100% regularly achieved. Tenants continue to play a vital role in monitoring this performance.

During the year we completed 3,320 repairs, a reduction of 177 from the year prior. The table summarises our targets, repair type and performance.

Category	Target	Number	Completed on time	% Completed within time
Emergency	6 hours	615	615	100%
Urgent and Routine	3 days/ 10 days	2,705	2,705	100%

Void management performance continues to be strong, despite an increase in void properties this year. The Association set a target of £11 k (0.27%) for rent lost through voids and we achieved an outstanding 0.15%. This is significantly below our business planning assumption which is a conservative at 2% and we know the year ahead cannot be as low as this year due to extra voids expected. The Association's arrears management faced a number of challenges although performance was actually better than the target despite the risks posed by Welfare Reform. We believe that our planned approach to the risks surrounding rental income and arrears levels is being controlled and managed effectively:

**Budget target was 2.9%**

**Performance was 2.5%**

The Association continues to prioritise the emerging risks associated with Welfare Reform changes by increasing current staffing resources to assist tenants and to cope with the associated additional work load. In addition we are continuing with our money advice team who have achieved over £3.5 million of income to its service users over the past 5 years of operating. This was recently independently verified during a review of the service for the funder.







We believe our approach has helped to maintain good performance and mitigate this risk. The benefit of this to the Association is directly translated into lower arrears and more staff time to devote to service delivery.

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

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

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



# Other areas

## Operations

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

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

## Business Continuity Plan

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

## Performance Review

The Board carries out two major strategic performance reviews each year to ensure that our Strategic and Operational Objectives are carefully monitored. The Association uses a traffic light monitoring system (six month reviews and quarterly operational reports) to quickly identify any sign that a set objective may not be achieved. At the end of the year we were pleased that 13 of our 16 objectives were achieved or making considerable progress with no concern.

## Policies and Procedures

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

## Credit Payment Policy

The Association's policy concerning the payment of its trade creditors complies with the Confederation of British Industry guidelines. The average payment period trend is modestly increasing being one day greater than last year at 22 days from receipt of invoice via a weekly payment run. The target set is within 22 days.

## Rental Income

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

## Budgetary Process

Each year the Board approves the budget and rolling five-year strategic plan where key risk areas are identified. Performance is monitored and relevant action taken throughout the year with monthly reporting to the Senior Management Team and bi-

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

## Treasury Management

The Association has an active treasury management function, which operates in accordance with the Treasury Management Policy. In this way the Association manages its borrowing arrangements to ensure that it is always in a position to meet its financial obligations as they fall due. Excess balances were either placed on short term deposits between 1-12 months or put into a 32 day notice account. The Association, as a matter of policy, does not enter into transactions of a speculative nature. At March 2019 the Association has a mix of 56% long term fixed and 44% variable rate loan finance and will move towards increasing the variable proportion over the following year.

## Quality and Integrity of Personnel

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

# From Food to Volunteers and Decision-M

## ...growth across our Regeneration and Community Activities.

A range of factors has enabled us to co-ordinate, deliver, and support the growth of our regeneration and community activities. External funding has allowed for the development of new projects as well as continuing those that we know support our Regeneration Plan's aims and objectives.

## Growing Connections

We strive to sustain, maintain, and grow connections between partners and community members. In doing so, opportunities are enhanced, more voices are heard, and we are better placed to respond to local issues. Funding secured from the Health and Social Care Partnership's

highly competitive *'Wellbeing for Longer'* has made it possible for us to begin our *'A Connected Castlemilk'* project. This focuses on growing connections through the development of:

- **'A Connected Castlemilk Forum':** a monthly informal networking opportunity for those who are active or work in Castlemilk to grow partnerships with the aim of sharing resources, developing partnership projects, and identifying shared solutions to common issues.
- **'Creative Castlemilk':** two 15 week programmes per year of community arts with Theatre Nemo, a well known organisation that promotes positive mental wellbeing through creative interventions.
- **'Cook, Grow, Learn':** a development of our ongoing Community Garden project with additional resources such as a Community Food Worker and Garden Assistant. This means we can grow the number of hours and opportunities at this popular group.

Connections are also grown across the numerous groups that we deliver which seek to reduce social isolation, respond to aspirations, and aim to ensure everybody has access to opportunities that positively affect their health and wellbeing. These include:

- **Stables Studio** – our creative space for 50s and over, 3 days a week. This year they were supported to access funding for their 'Stables Studio Sees Scotland' idea to gain inspiration from The Kelpies and Aberfoyle.
- **Community Garden** – extended hours means more chance to grow food and connections. This year the group re-designed the space with new raised beds, compost bays, barrels, a pizza oven, and fruit bushes – thanks to Awards For All and The Nineveh Trust for the grant for the rebuild.
- **Friday Feed** – new to this year based on community feedback, we have a weekly drop in lunch where everyone is welcome.





# aking to Digital Inclusion...

- **Digital Drop-Ins and One-to-One appointments** –

through funding from the Digital Participation Charter, we have procured a worker who is working alongside people to become more digitally confident, creative, and connected.

In addition, our ever-popular annual tenant trips were enjoyed by many and two additional trips for the Stables Studio were created from additional funding:

- **Children's summer trip to Blair Drummond Safari Park**

- **Christmas trip to see Cinderella at the Pantomime**

- **Over 40's trip to Troon**

- **Teen trip to Wiston Lodge** – entirely fundraised by teenagers.

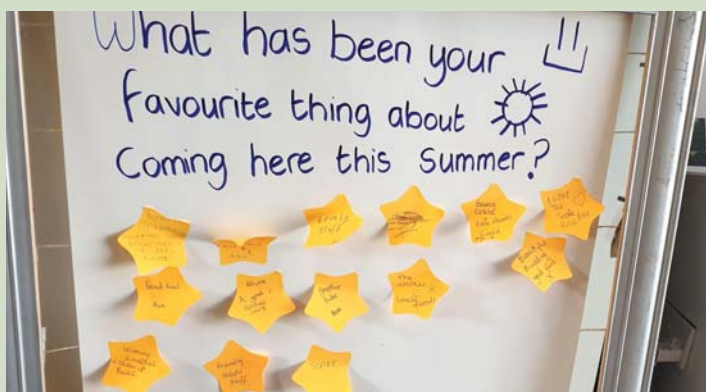
- **Stables Studio Sees Scotland** – these two trips to grow creative ideas saw the group visit The Kelpies and Aberfoyle Visitor Centre.



Growing connections has also been hugely successful through our partnership work with Castlemilk Together: Community Food Action. Through this we accessed Glasgow City Council Food Programme funding to co-ordinate and deliver 'Food and Fun' throughout the school holidays from Easter 2019 – Easter 2020. Over the Summer this saw 4 venues and 3 local caterers deliver a fantastic programme whereby families could access delicious food and activities ranging from arts and crafts, drums with Theatre Nemo, sports with Glasgow Life's Community Sports Coach, using the smoothie bike, cooking demonstrations, obstacle courses, as well as influencing what we will deliver next year.

**One regular attendee said that:**

*"The family fun days have been great so far this summer. I started attending following a sudden unexpected drop in my income. It has allowed me to have quality time with my child without spending money. This has taken my mind off worrying about the change in my circumstances and has lessened the impact on my child as he hasn't missed out on doing fun things. The staff are welcoming, the atmosphere is relaxed and the food was an unexpected surprise. There has been a good range of healthy nutritious food. I have found the fun days to be really inclusive and look forward to returning."*





## Castlemilk Park – Growing Places and People

We continue to work closely with the Scottish Forestry whose ongoing support has allowed us to sustain the employment of the Community Woodland Officer. Glasgow Housing Association contribute to our events and our Woodland Volunteer Development and Upskilling Pilot Project. This project was designed in response to volunteer aspirations.

The Linn Area Partnership Committee have further strengthened this project through grant commitment and enabled the procurement of a Freelance Worker to work alongside the Castlemilk Park Volunteers. This project is also a new direction for our enhancing employability objective: through increased twice weekly opportunities and participants co-designing their own learning and development (including continued access to accredited courses), we are confident in this positive direction whilst continuing to work to secure more long term funding. Through using the woodland as a space for learning, Castlemilk Park is better maintained and those who participate are better placed for accessing further opportunities, should they wish to.

### A Castlemilk Park Volunteer said:

*"I regularly walk my dog in Castlemilk Park and noticed it could need a little help such as litter picking I saw posters advertising volunteering and I came along to the "Friends of Castlemilk Park" meeting and then got involved with Castlemilk Park Volunteers.*

*I really enjoy contributing some of my time, as I can make a difference in the park becoming a better place for the community. I've got a lot more experience than I expected since I started volunteering, I have learned about the environment and the biodiversity of the park, as well as being able to get some outdoor exercise. I've been given great training opportunities which has been fantastic and I've met lots of people. Everyone is welcoming and friendly."*







Castlemilk Park has continued to deliver a huge number of events, groups, and activities – each of which has grown and developed based on community feedback throughout the year.

#### These include:

- **Easter Bunny Hunt**
- **Forest Family Fun Day**
- **Castlemilk Explorers** – a new group for children to get out and about in the woodland
- **Pumpkin Festival** – our ever popular festival last year saw over 2,000 take part







## Growing Skills, Confidence and Decision-Making

As part of our commitment to our Regeneration objectives, we have maintained and developed places for tenants and residents to share and grow their skills, confidence, and decision-making across the Association.

This includes:

- **Estate Action Group** – raising concerns and solutions any issues that may arise across the estate.



- **Tenant Focus Group** – scrutinising all that we do to ensure that we're doing things right.
- **Youth Advisory Group** – brainstorm ideas and make them happen through accessing funding, designing projects, and participating in workshops and training.
- **Development and Upskilling Sessions** – co-designed with volunteers from across the Association, these sessions include; assertiveness, confidence-building, working with groups, and celebrating diversity.
- **Digital Skills** – We have been engaging with the community around their digital aspirations, responding with bespoke workshops, and delivering weekly drop-ins and one to one appointments.





# Financial Highlights



**The year saw a 4.3% growth in rental income to help reduce reliance on expensive loans for the development programmes.**

This helped us achieve a cash increase of £1.0 million which will be used in 2019/20 over and above our Scottish Government development grants which do not show in the above I&E figures. The complex FRS102 accounting standard means that £502k of previously received grants have to be treated as income in the year although none of that is cash.

This makes comparability to real cash income more difficult but the results above come from the audited accounts. Spending on major repairs and maintenance in general is higher than last year and we have kept our regeneration and welfare rights activity at the same level tenants expect.

A further £37k of major repairs is treated as capital expenditure along with £1.9 million of construction spend which increases our assets on the balance sheet and will result in 42 new properties next year. Management costs have increased as a result of loan arrangement fees and recruiting for the new Chief Executive.

Overall the factoring service made a small surplus although staff time would mean it breaks even. Spending on salaries includes a pensions accounting entry of £29k otherwise the increase is for inflation and general staffing. Interest paid on bank loans was the same as last year although a finance entry pushes this to be £3k higher than the previous year.

We pay between 1.3% and 6.4% for borrowing, with a large proportion being on a fixed rate and the loan balance reducing by £351k. Balance Sheet additions to our properties totalled £2.5 million which includes the major repairs and construction to date at the Barlia 3 development.

By the end of the year our bank balance temporarily increased to £5.3 million to be in a strong position to finish Barlia 3 in early 2020 followed by starting on Castlemilk Drive and meeting our growth plans.

**Gamal Haddou**  
Director of Finance



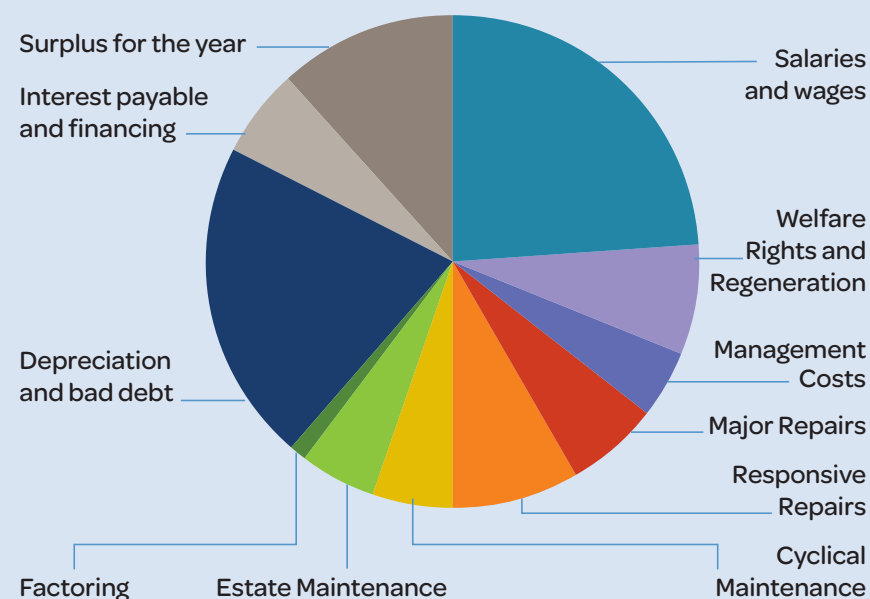
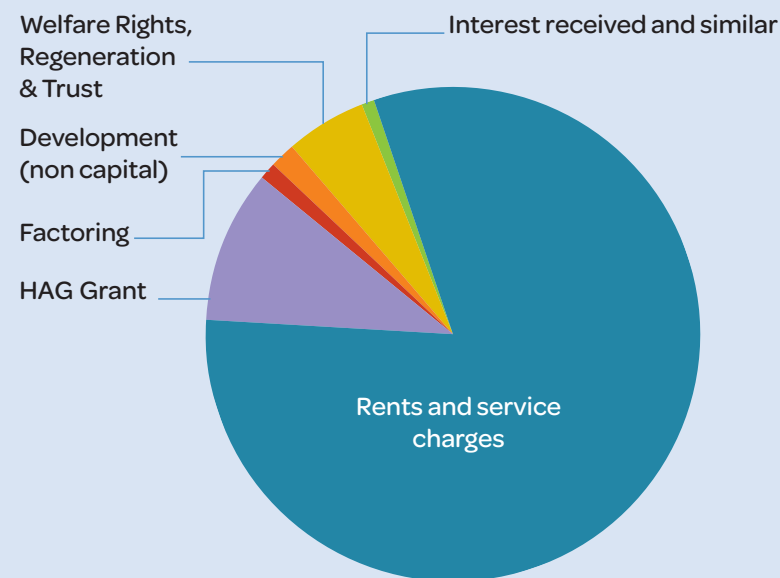
Key Financial Information	2018/ 2019	2017/ 2018
<b>Association</b>		
Staff Costs / Turnover	24.3%	23.0%
Management Administration Costs / Turnover	24.6%	22.7%
Reactive Maintenance / Turnover	13.7%	13.2%
Loan Interest Payable / Turnover	5.3%	5.4%
Current Ratio (current assets / current liabilities)	3.2 times	2.9 times
Bank Loan Interest Cover (operating surplus / bank loan interest)	3.2 times	2.6 times
Asset cover (total assets less current liabilities / creditors > 1yr)	1.2 times	1.3 times
Debt per Housing Unit	£6,641	£6,986
<b>Group</b>		
Staff Costs / Turnover	27.4%	25.5%
Management Administration Costs / Turnover	21.6%	19.7%
Average number of days to pay suppliers	22 days	21 days

## Income (£000s)

	2018/19	% of income	2017/18
Rents and service charges	4,105	81.2%	3,937
Proportion of HAG grant (not cash)	502	9.9%	645
Factoring	66	1.3%	64
Development (non capital)	81	1.6%	
Welfare Rights, Regeneration & Trust	268	5.3%	234
Loss on RTB or property disposal	0	0.0%	-125
Interest received and similar	33	0.7%	35
<b>Total income</b>	<b>5,055</b>		<b>4,790</b>

## Expenditure (£000s)

	2018/19	% of income	2017/18
Salaries and wages	1,218	24.1%	1,141
Welfare Rights and Regeneration	368	7.3%	325
Management costs	215	4.3%	175
Major repairs & non capital development	310	6.1%	101
Responsive repairs	424	8.4%	407
Cyclical maintenance	261	5.2%	291
Estate maintenance	263	5.2%	241
Factoring	53	1.0%	58
Depreciation and bad debt	1,068	21.1%	1,074
Interest payable and financing	288	5.7%	285
<b>Total expenditure</b>	<b>4,468</b>		<b>4,098</b>
Surplus for the year	587	11.6%	692





## Current Staff – September 2019

Clair Malpas	Chief Executive Officer
Gamal Haddou	Director of Finance
Fiona McGowan	Director of Operations
Paula Brownlie	Corporate Services Manager
John Williams	Housing Manager (Property)
Clare MacLean	Housing Manager (Services)
James Docherty	Clerk of Works/ Technical Officer
Anne Miller	Advice Team Co-ordinator
Paddy McKenna	Communities Team Co-ordinator
James Wilson	Senior Housing Officer
Lorna Leishman	Finance Officer
Donna Fullerton	Welfare Rights Officer
Lisa McCaig	Welfare Rights Officer
Stuart Whittaker	Community Woodland Officer
Ann Fraser	Housing Officer
Karen Graham	Corporate Services Assistant
Catherine Reilly	Housing Assistant
John Brown	Housing Assistant
Connor McLean	Advice Assistant
Amanda McDermott	Receptionist
Jenna Laing	Finance Assistant
William Reynolds	Handyman/Estate Caretaker

Ainsleigh Maguire	Customer Services Assistant
Lisa Tomlinson	Customer Services Assistant
Emma Scott	Customer Services Assistant (Technical)
Steven Cole	Estates Assistant
Jodi Armour	Participation and Funding Assistant
Kimberley Lee	Assistant Receptionist (CJS Placement)
Jamie McGarry	Factoring Assistant (CJS Placement)
Cathy Malone	Cleaner

## Board of Management – September 2019

George Kelly	Chair
Teresa McGowan	Vice Chair
Julie McNeil	Treasurer
Evelyn Ferguson	Secretary
Anna Stuart MBE	Board Member
William Craig	Board Member
James Garrow	Board Member
Debbie Mackenzie	Board Member
Kim McKee	Board Member
Richard Sullivan	Board Member
Chris O'Brien	Board Member



Cassiltoun Housing Association Board of Management

## Registration particulars

### Financial Conduct Authority

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

### Scottish Housing Regulator

Housing (Scotland) Act 2010  
Registered Number 84

### Office of the Scottish Charity Regulator

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

### Auditor

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

### Banker

Bank Of Scotland  
82 Main Street • Rutherglen G73 2HZ

### Solicitor

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

# Tenants' Charter Report Card 2019

## Introduction

Fiona McGowan, Director of Operations, Cassiltoun Housing Association



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

## The Cassiltoun Standard

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

I am delighted that the information contained within this report illustrates that our performance for the financial year 2018/19 has remained strong and demonstrates some improvements on our 2017/18 performance. We know that our performance compares favourably against the Scottish average and also that of neighbouring Housing Associations which we will demonstrate throughout this report.





# Homes and Rents

## Value for Money

Cassiltoun Housing Associations believes that it is vital in this economic climate that we demonstrate excellent value for money for the rent money that our tenants pay. We were delighted that in our \*Tenant Satisfaction Survey carried out in 2016 in line with the Scottish Housing Regulator's guidance nearly 79% of our tenants felt that the rent that they paid for their property represented good value for money. To demonstrate this, we have detailed the average rent increase and average rents compared against the Scottish average and some locally based Housing Associations.

\*A further Tenant Satisfaction has just been concluded in line with the Scottish Regulator's Guidance and Cassiltoun's commitment that this will be carried out every 3 years.

It is vitally important for the Association to collect as much of the rental income that is due as is possible. This is done through rent management (collecting rents and reducing arrears) and void management (letting empty properties as quickly as possible). The total rent due to Cassiltoun Housing Association for the year was **£3,886,277** of which we collected **99.44%** compared to the Scottish Average of **99.1%**. **We receive housing cost direct (Housing Benefit/Universal Credit) for 669 households which equates to a value of £2,174,649.**

As you can see, Cassiltoun's performance benchmarks strongly against the Scottish Average and our neighbouring Associations. However we wrote off a total of £13,869 in former tenant arrears as we were unable to recoup this money. (34.49%).

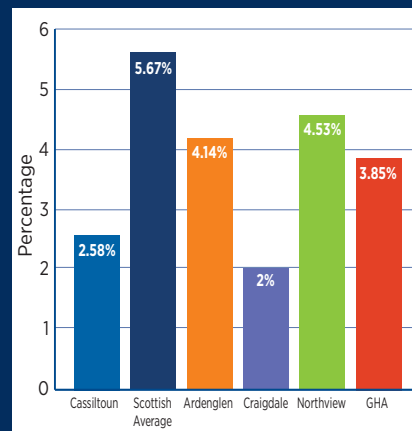
## 2018/19 Rent Increase

Cassiltoun	Scottish Average	Ardenglen	Craigdale	Northview	GHA
3.8%	2.97%	2.9%	2.9%	3.75%	3.3%

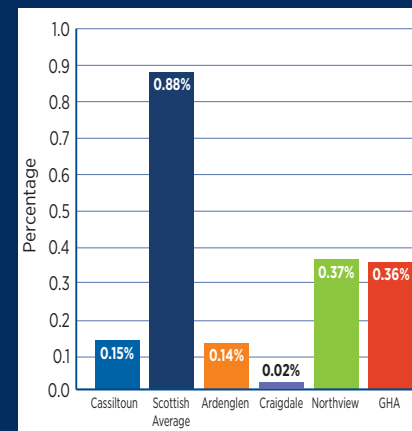
## Average Weekly Rents

Size of home	Cassiltoun	Scottish Average	Ardenglen	Craigdale	Northview	GHA
2 Apartment	£71.31	£76.10	£68.80	£68.14	£68.24	£76.91
3 Apartment	£74.68	£77.70	£75.90	£72.62	£84.68	£81.84
4 Apartment	£85.15	£84.44	£84.51	£82.17	£94.22	£95.68
5 Apartment +	£97.60	£93.49	£96.21	£85.61	£105.20	£104.80

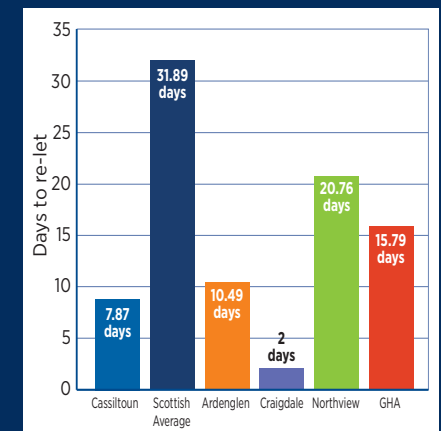
## Total Rent Arrears



## Void Loss











## Average days to re-let



# Tenant Satisfaction








## Quality and Maintenance of Homes

### Key Points:

-  **2.02 hours** was the average time taken to complete emergency repairs compared to the **Scottish average of 3.65 hours**. This is a fantastic performance and a credit to the partnership working between the Association and our Reactive Repairs contractor City Building LLP.
-  **3.87 days** was the average time taken to complete non-emergency repairs compared to the **Scottish average of 6.56 days**.
-  **92.71%** of reactive repairs were completed 'right first time' compared to the **Scottish average of 92.52%**.
-  **99.09%** of reactive repairs appointments were kept compared to the **Scottish average of 95.57%**.
-  **90.77%** of tenants who had repairs or maintenance carried out were satisfied with the service they receive compared to the **Scottish average of 91.66%**.
-  **100%** of properties with a gas safety certificate renewed by the anniversary date compared to the Scottish average of **99.93%**.
-  **99.28%** of Cassiltoun's homes met the Scottish Housing Quality Standard compared to the Scottish average of **94.09%**.
-  **3.83** average of reactive repairs carried out per property as compared to the Scottish average of **3.39**.

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

We were delighted with the results which are shown below:

		Cassiltoun	Scottish Average
	Percentage of tenants satisfied with overall service provided by landlord.	<b>90.44%</b>	<b>90.12%</b>
	Percentage of tenants who feel landlord is good at keeping them informed about services and decisions.	<b>96.08%</b>	<b>91.6%</b>
	Percentage of tenants satisfied with opportunities given to them to participate in landlords decision making.	<b>85.78%</b>	<b>86.48%</b>
	**Percentage of tenants satisfied with the standard of home when moving in.	<b>87.21%</b>	<b>90.79%</b>
	Percentage of tenants satisfied with the quality of home.	<b>95.83%</b>	<b>88.12%</b>
	Percentage of tenants satisfied with repairs service.	<b>99.45%</b>	<b>91.66%</b>
	Percentage of tenants satisfied with management of neighbourhood.	<b>86.76%</b>	<b>87.77%</b>



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

\*In line with the Scottish Housing Regulator's Guidance and Cassiltoun's commitment to our tenants a further Tenant's Satisfaction survey has been concluded August 2019.

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



## Complaints

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

### In 2018/2019:

- No complaints were received regarding equalities issues.
- 55 complaints were received regarding non-equalities issues.
- 54 were responded to in full, in line with the Association's Complaints Policy at 1st stage complaint.
- 5 - 2nd Stage complaints were recorded.
- 44 - 1st stage complaints were upheld (81.48%)
- 3 - 2nd stage complaint were upheld (75%)
- 92.59% 1st Stage Complaints were responded to within SPSO timescales
- 100% 2nd Stage complaints were responded to within SPSO timescales

### What we learned:

Area of Complaint	Substance of Complaint	Outcome
Services (Contractor)	Tenant not satisfied with the estate maintenance service being carried out by the Association's contractor and the general condition of the back court and common areas.	Apologised to tenant and advised that although regular checks are carried out within the estate this issue had been missed, therefore procedures put in place to ensure that this does not happen again. Contractor returned to area to complete works and residents lettered regarding ensuring no items dumped in back court or common areas.
Policy and Procedures	Tenant not satisfied in the manner in which their rent account had been monitored and that the Association should have contacted tenant quicker to advise that they were not paying enough to their rent account which is why they were now in arrears.	Apologised to tenant but explained that all legislation, policy and procedures had been followed. In line with this a rent increase letter had been issued 28 days prior to rent being increased, quarterly rent statements issued with charges, payments and balance and arrears of rent letters including advice and assistance had all been issued.
Communication	Heating repair work to tenant's property arranged but contractor did not show up and no contact made with tenant.	Apologised to tenant and spoke to contractor who had attended but had not left a card to make tenant aware that they had missed them. Further appointment arranged and attended to and repair work completed.



# Tenancy Sustainment

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

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

## In 2018/19 the Association:

- Had 13 requests for medical adaptations on the list
- Completed 9
- Averaged 34.88 days to complete from receipt of applications.

The tables detail our lets for the years 2017/18 and 2018/19, our housing lists and tenancy sustainment information.

## Factored Owners

Our factored owners are an integral part of our community and access many of the services that we provide. In November 2016, a satisfaction survey was issued to all our factored owners, however only 21 returns were received. Of these returns, 80.95% were satisfied with the service that they received, which is one of the things that we aim to improve on. A further survey will be carried out October/November 2019. However our Annual Management Fee per factored property is **£91.19 compared to the Scottish Average at £93.73.**

Lets 2018/19	
Percentage of lettable houses that became vacant	8.33%
Existing Tenants	5
Waiting List	47
Section 5 Referrals (homeless)	23
<b>Total</b>	<b>75</b>
Average time to re-let properties	7.87 days

Housing List 2018/19	
New applicants added to list	334
Applicants on list at end of reporting year	528
Applications cancelled	138
Section 5 Referrals received	43

Court Actions	
Number of abandoned properties	5
Court Actions initiated 2018/19	39
Properties recovered for non payment of rent	9
Number of Notice of Proceedings for Recovery of Possession issued	81
Number of Decrees for Eviction granted	16

Lets 2017/18 where the tenancies have been sustained for more than 1 year	
Total Lets	91
Total Sustained	82
Existing tenants % sustained	100%
Section 5 Referrals (homeless) % sustained	84.2%
Waiting list % sustained	90%
<b>Total % sustained</b>	<b>90.1%</b>

Anti-Social Behaviour	
Number of cases reported 2018/19	123
Cases Resolved 2018/19	123
Cases resolved within locally agreed targets	123
Percentage resolved within agreed targets	100%





# In Summary

## How has Cassiltoun Housing Association performed?

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

### For example:

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

### Last year the Association identified one area for improvement which was the following area:

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

### I am pleased to let you know that we did in fact achieve this objective as you can see below:

**2017/18 – 87.21%** of tenants were satisfied with the standard of their home when moving in.

**2018/19 – 95.83%** of tenants were satisfied with the standard of their home when moving in.

**An improvement of 8.62%.**

### This year (2019/20) the Association will be working on improvements in the following areas:

- Percentage of tenants satisfied with the management of their neighbourhood.
- Tenants who have a repair carried out in the past year satisfied with the service they have received.
- Rent management performance.

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

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



# Chairs Foreword and Introduction

The 2018/2019 year could have proved challenging for Cassiltoun Trust. During the year we saw the end of funding for our Employability programme 'Paths to Employment' which has delivered significant benefits to the many participants and improved the local woodland beyond our expectations.



The end of the funding gave us the opportunity to think differently and we decided to focus on, grow and develop our volunteering programme and we are grateful for the volunteers who have worked with us in Castlemilk Park. They do a fantastic job including clearing litter, leading health walks and helping to deliver events.



Our growing project in the garden also got a fantastic boost. Additional funding meant that we could continue to employ a community gardener and replace the old raised beds. The new growing space looks great and our volunteer gardeners are happy with the transformation.

During this year we have been working with another charitable Trust. They have agreed to give us a grant to put a 'garden room' in the Stables. We will ensure the building is sympathetic to the design of the historic Stables building and the additional space will allow us to deliver more activities for the community.

We hope to have the room in place by March 2020.

I would like to take this opportunity to thank all my fellow Trust board members, our volunteers and all our funders without whom we would not be able to deliver the myriad of activities that benefit our community.

**Anna M Stuart MBE** *Chair Cassiltoun Trust*



*Stables Studio had a great day out to see the Kelpies*



*Delicious outdoor cooking session in the Community Garden*



## Strategic Aims

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

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

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

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

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

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



## Trust Operational Objectives 2019/20

**The Trust has 8 Operational Objectives which support the strategic objectives.**

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

# Operational Review and Achievements



Activities in the Stables building continue to be developed, are responsive to the local communities needs and are well attended.

Our programme of free activities continued, both in the woodland and the Stables. This has included: youth activities, a pumpkin festival (over 2,000 people attended the October spooky walk), guided walks, holiday programmes, volunteer activities and celebrations. More than ever we are working in partnership with other organisations to deliver the wide range of activities that we provide. The activities attract people from across Glasgow to come and visit the Stables and the adjacent woodland.

We continue to be part of Glasgow Doors Open festival and as part of this we deliver guided walks, tours of the Stables and children's activities.

In March 2019 along with Glasgow Museums and the local Parish Church Men's Group we renewed our museum case with a display which looks at people that influenced Castlemilk.

We continue to welcome visitors from across the UK and beyond who want to learn about our social enterprise model and the transformational work we deliver.

## Financial Review

After signing some new rental leases from April 2018 the Trust achieved a small surplus in the year which was close to the budget expectation. The central heating system replacement is under review whilst a temporary solution has been implemented to keep working areas warm. Mainstream trading income was in-line with expectations. The business plan demonstrates the Trust undertaking its planned activities and maintenance requirements whilst allowing for some periods of vacant occupancy.

**The financial results of Cassiltoun Trust are as follows:**

	2019 £	2018 £
Funds balance brought forward	482,192	475,475
Surplus / (loss) for the year	1,525	6,717
Funds balance carried forward	483,717	482,192

## Plans for the Future

Discussions between Glasgow City Council and other key agencies will continue over the year ahead to reach a consensus on how best to utilise the park as a natural asset for the local community and visitors.

A 'garden pod' is being considered for acquisition by the Trust or by a group member company and used for extra children space to link with the outside environment or used for community and office meeting space. External grant funding has been made available for this.



# Financial Highlights

The Trust's 2018/19 financial year was pretty similar to the year prior but with a scaled back employability and park project.

Grant income was reduced by half and consequently the associated spend had to decrease also.

Recurring room rental was identical to expectations whilst all the business running costs, excluding project spend, was marginally lower than the year earlier. This is due to lower spending on heat and light due to a milder winter and not operating the ground source heat pump.

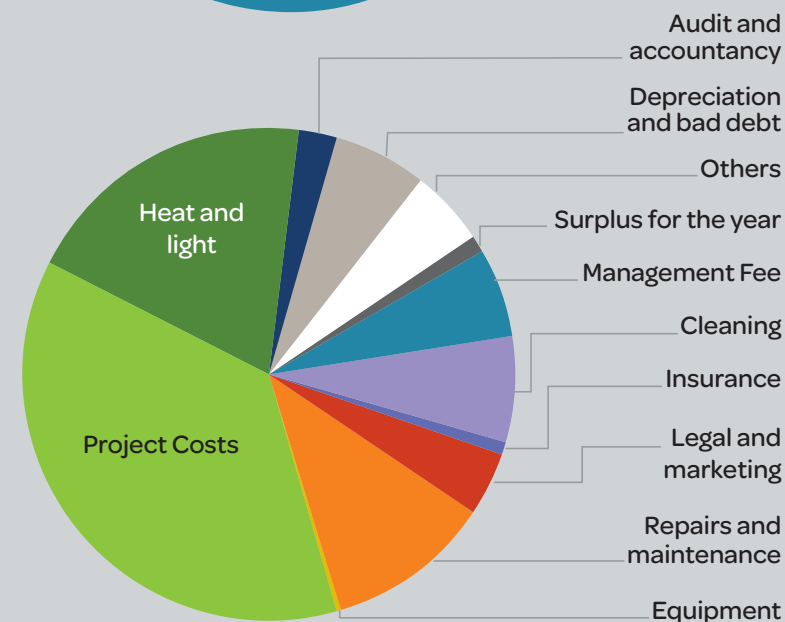
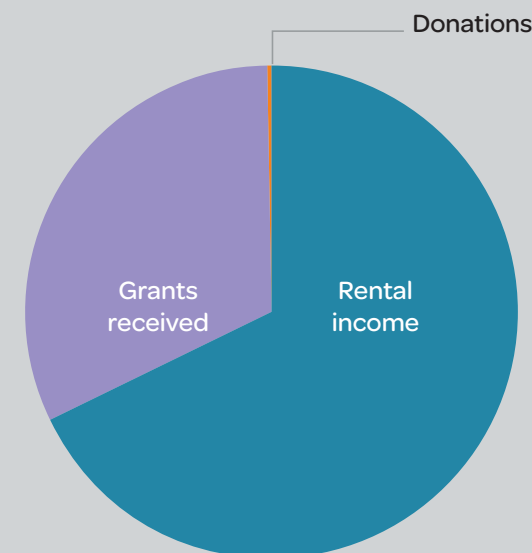
Project costs are £57k of which the biggest activity continues to be the Park Employability project which is now in its 7th year.

Rental income is a 3.3% inflationary increase from last year and grants came from the the housing association, Scottish Govt and Glasgow HA. There are inter company Cassiltoun group agreements in place covering the office space rentals. No bad debts exist and the bank balance increased by £10k moving to £80k.

The office building remains valued at £470k together with £9k of other assets.

Income (£s)	2018/19	% of income	2017/18
Rental income	105,988	67.9%	102,600
Grants received	50,000	32.0%	110,910
Donations	0	0.0%	660
Interest Received	25	0.0%	15
<b>Total income</b>	<b>156,013</b>		<b>214,185</b>

Expenditure (£s)	2018/19	% of income	2017/18
Management fee	9,396	6.0%	9,390
Cleaning	10,576	6.8%	9,850
Insurance	1,664	1.1%	1,529
Legal and marketing	6,108	3.9%	6,530
Health and safety	–	0.0%	–
Repairs and maintenance	17,228	11.0%	14,938
Equipment	479	0.3%	0
Project costs	57,333	36.7%	107,368
Heat and light	30,361	19.5%	36,688
Audit and accountancy	3,900	2.5%	3,725
Depreciation and bad debts	9,777	6.3%	9,777
Others	7,666	4.9%	7,673
<b>Total expenditure</b>	<b>154,488</b>		<b>207,468</b>
Surplus for the year	1,525	1.0%	6,717



## General Reserves

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

## Going Concern

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

## Structure, governance and management

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

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

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

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

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

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

## Board of Trustees – September 2019

Anna M Stuart MBE	<i>Chairperson</i>
Christine Devine MBE	<i>Vice-Chairperson</i>
Lewis MacSween	<i>Board Member</i>
Teresa McGowan	<i>Board Member</i>
Charlie Turner	<i>Board Member</i>
Susan Casey	<i>Board Member</i>
Charlie Millar	<i>Board Member</i>
Bailie Glen Elder	<i>Board Member</i>

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

## Reference and admin details

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

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

## Registration particulars

### Registered at Companies House

Registration Number SC205629

### Office of the Scottish Charity Regulator

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

### Auditor

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

### Banker

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

### Solicitor

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



# Chair's Report



## Creating Values and Behaviours

**As a Board and staff team we have embarked on the first stage of developing a set of values and behaviours for the Nursery.**

Together, we acknowledge the importance of having a set of values and how they will be the guiding principles that underpin the way we work. They will also define our services and reputation. Once the values have been finalised, we will develop behaviours which are the practical application of our values – translating them into our day-to-day practices.



## Business Activities

The nursery has the capacity to offer 55 full time childcare places. Our main areas of business this year has been the delivery of our forest school programme. Our staff who are trained in outdoor education encourage the children to play and learn outdoors. This learning underpins the key principles of the Scottish Government's document "Space to Grow". Children are encouraged to play outdoors as to reduces.

We were successful in achieving funding from Glasgow City Council for a part-time Lead Practitioner in Attainment. The postholder supported staff and children in areas of literacy in our 3-5 room. I am pleased to announce that we reached our target and the levels of attainment in the 3-5 room have increased on average from 40% - 90% through literacy.

## Improvement Planning

The nursery works in partnership with Glasgow City Council and their Leaders in Early Learning. We have concentrated on improving our interactions with children and staff and our partnership working with parents.

## Parent Involvement

As a nursery, we very much encourage parental involvement. Parental involvement helps to extend learning outside the nursery and creates a more positive experience for children. It is essential for

parents to support the learning that happens in the nursery. We also have a place on our Board of Management for a parent member. This ensures that the Board receives parental views and suggestions for continuous improvement. We continually welcome parental input.

## Staff Development and Education

The Nursery Manager and Senior Child Development Officer were successful in achieving their BA in Childhood Practice.

Two Senior Child Development Officers achieved the SVQ Level 4 in Social Services, Children and Young People. We have another three Officers currently studying for this qualification.

Three of our modern apprentices completed their training with Cassiltoun Stables Nursery.

## Graduation

15 of our children graduated this year. The children sang and recited poems to their parents and family. We wish our children every success at Primary School.

**George Kelly**

Chair

*Cassiltoun Stables Nursery*





# Business Review

**The Board of Trustees have pleasure in presenting their Report and the Financial Statements for the year ended 31 March 2019.**

## Objectives and Activities

The principal activity of Cassiltoun Stables Nursery Limited is to provide a first class childcare facility for 0-5 year olds set alongside a local woodland and outdoor natural environment. We aim to support parents returning to work, gaining employment or attending college with each child nurtured and encouraged to grow physically, emotionally, intellectually and morally. The Nursery follows the principals of GIRFEC (Getting It Right For Every Child) and SHANARI (Safe, Healthy, Active, Nurtured, Achieving, Respected and Included) and the Curriculum for Excellence. The Nursery is innovative and encourages even the youngest children to make choices and communicate likes and dislikes.

## Operational Review and Achievements

Registration with the Care Inspectorate was achieved in early 2013. Our registration currently stands at 55 spaces. We have 80 children attending the nursery on a full/part/term time basis which equates to 47 full-time equivalent (FTE) children, an increase of 4 from last year.

In the summer we held our graduation ceremony for 15 children who were moving up to primary school. This

annual event is a celebration for children and their parents of the progress they have made during their time with us.

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

## Financial Review

The early years of deficit trading and building up the business switched last year to being profitable, today making a healthy trading surplus of £24k on the back of largely fixed support and accommodation costs but greater children numbers. Staffing costs increased in line with the new numbers and more was spent on toys including renewing the outside play area and equipment.

Grant funding of £68k supplemented direct trading income of £380k. The awards from the Scottish Government (Aspiring Communities Fund), Glasgow City Council, Castlemilk & Carmunnock Community Windpark Trust, DWP and SCVO allowed us to increase our staff team and offer more experiences in the woodland.

By the year end the Nursery has an improved unrestricted funds deficit of £11 k. We expect that this will be eliminated over the next year through continued surpluses being generated and are on target to achieve this.

## Plans for Future Periods

We have a focus on the Scottish Government's target to provide increased access to childcare by 2020 and move towards 52 FTE children during next year. We will also focus on our outdoor programme and explore how this can be sustained and developed with the use of a 'garden pod' for bridging for formal nursery area with the garden area at the Stables building.

## General Reserves

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

## Going Concern

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



# Financial Highlights



The Nursery finished its sixth year of trading with childcare income again higher and up by 11%. As a result of this growth in children numbers, wages were also higher than a year ago for some newly created posts with most of this funded through the £68k of grants awarded.

After wages the next highest costs are accommodation, food and childrens toys & equipment. The housing association's management fee covers the cost of providing finance, HR and business support functions.

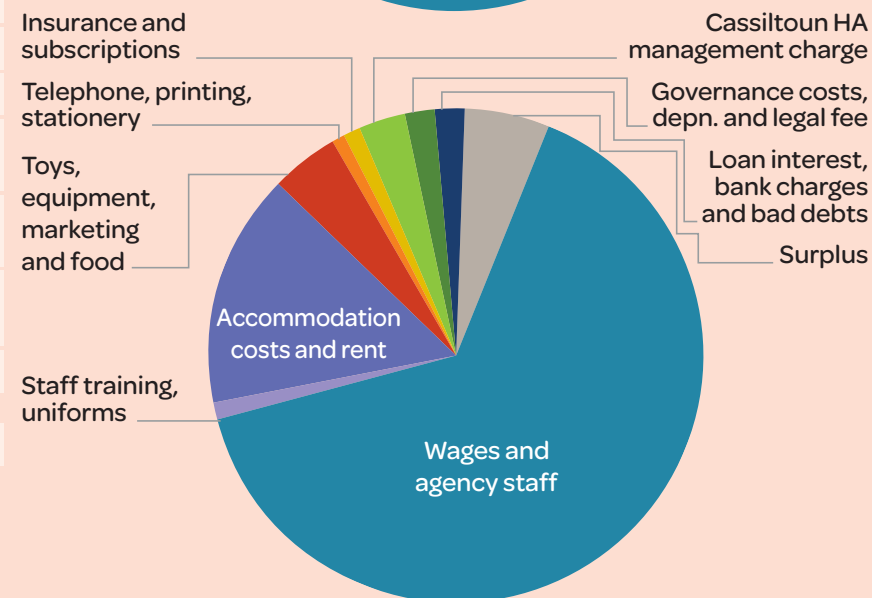
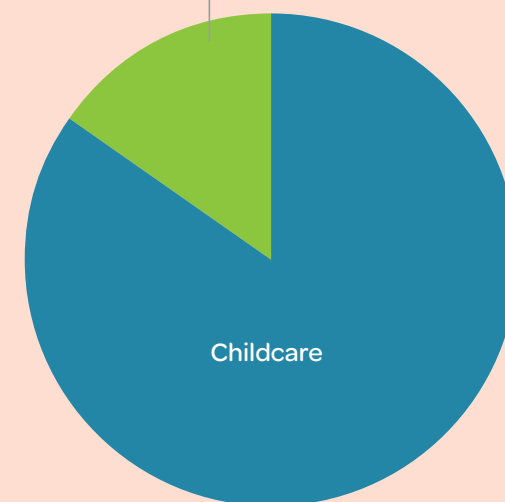
The Nursery made a comparable surplus to the previous year and is well on its way to eliminating the setting up losses.

The bank balance doubled to £67k and this year forecast children sales for 2019/20 are sizeably higher at £431k along with a £35k grant to acquire a an outdoor garden pod.

Income (£s)		2018/19	% of income	2017/18
Childcare		379,823	84.8%	341,073
Grants received - other		68,308	15.2%	49,240
Donations		0	0.0%	200
<b>Total income</b>		<b>448,131</b>		<b>390,513</b>

Expenditure (£s)		2018/19	% of income	2017/18
Wages and agency staff		290,477	64.8%	247,997
Staff training, uniforms		4,972	1.1%	4,920
Accommodation costs and rent		69,278	15.5%	59,674
Toys, equipment, marketing and food		19,592	4.4%	16,980
Telephone, printing, stationery		3,088	0.7%	1,773
Insurance and subscriptions		4,885	1.1%	4,611
Cassiltoun HA management charge		14,400	3.2%	13,800
Governance costs, depn. and legal fee		8,262	1.8%	6,216
Loan interest, bank charges and bad debts		8,945	2.0%	7,774
<b>Total expenditure</b>		<b>423,899</b>		<b>363,745</b>
<b>Surplus/(deficit) for the year</b>		<b>24,232</b>	<b>5.4%</b>	<b>26,768</b>

Grants Received





## Structure, governance and management

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

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

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

## Reference and admin details

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

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

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

## Registration particulars

### Registered at Companies House

Registration Number SC205629

### Office of the Scottish Charity Regulator

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

### Auditor

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

### Banker

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

### Solicitor

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

## Board of Trustees – September 2019

George Kelly	Chairperson
Anna Stuart MBE	Board Member
Jean Farrell	Board Member
Vacancy	Board Member

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

## Current Staff

Hazel Kelly	Nursery Manager
Mariesa Lavelle	Lead Practitioner in Attainment
Amberlee Harvey	Senior Child Development Officer
Chloe Nixon	Senior Child Development Officer
Adele Cathie	Senior Child Development Officer
Nicola Paterson	Temp Acting Senior/ Child Development Officer
Brogan Gallagher	Child Development Officer
Charlie Potts	Child Development Officer
Lauren McTaggart	Child Development Officer
Toni Hockham	Child Development Officer
Anna Campbell	Child Development Officer
Amber Munro	Child Development Officer
Erin Allan	Modern Apprentice (Child Development Officer)
Corrie Watson	Modern Apprentice (Child Development Officer)
Natalie Reilly	Modern Apprentice (Child Development Officer)
Cathy Malone	Catering Assistant
Kathleen McCloskey	Domestic Assistant
Claire McAvoy	Domestic Assistant
Helen Griffin	Cleaner



# Our Partners 2018 · 2019





### **Cassiltoun Housing Association**

email [housing@cassiltoun.org.uk](mailto:housing@cassiltoun.org.uk)

web [www.cassiltoun.org.uk](http://www.cassiltoun.org.uk)

Registered Scottish Charity  
No SC 035544



### **Cassiltoun Trust**

email [trust@cassiltoun.org.uk](mailto:trust@cassiltoun.org.uk)

web [www.cassiltountrust.org.uk](http://www.cassiltountrust.org.uk)

Registered Scottish Charity  
No SC 030310



### **Cassiltoun Stables Nursery**

email [nursery@cassiltoun.org.uk](mailto:nursery@cassiltoun.org.uk)

web [www.cassiltounstablesnursery.org.uk](http://www.cassiltounstablesnursery.org.uk)

Company Registration No SC 423689

Registered Scottish Charity No SC 043312

Care Inspectorate Registration  
No CS 2012308178

Castlemilk Stables • 59 Machrie Road • Glasgow G45 0AZ

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

