Cassiltoun Trust

Cassiltoun Trust Business Plan

2024 | 2025

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

GLASGOW LANDMARKS
Castlemilk Stables
David Hamilton 1800
Elder & Cannon 2007

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Cassiltoun Trust Business Plan

Executive Summary

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

1. Introduction

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

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

2. Castlemilk Stables - Background

Castlemilk Stables consists of a quadrangle grouping of buildings located at 59 Machrie Road in Castlemilk on the southern periphery of Glasgow. Listed grade 'B' in the 1970s and a Glasgow Landmark Building, it represents a fine example of late Georgian design. The Building was previously owned by Glasgow City Council and was on the 'Buildings at Risk' register as it had ceased to be used by the Council in the 1980's after a fire had seriously damaged the building. It was deemed 'surplus to requirements' and at risk of total demolition but through the work of the local community, Cassiltoun Trust, Glasgow Building Preservation Trust and various funders and partners including the City Council the building was transformed into a building that served a new purpose - as a catalyst for change and a vibrant community space.

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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:

Nestled in the heart of Castlemilk, a peripheral housing estate in Glasgow, Castlemilk Stables has a fascinating past. Originally designed by David Hamilton, it served as a home for the horses and workers of the Stuart family. However, over time, it fell into decline during the 20th century. Fortunately, the Cassiltoun Trust stepped in, restoring and repurposing this 17th-century stables block. Collaborating with architects Elder and Cannon, they transformed it into a thriving community hub, complete with offices, community facilities, and a garden. Adjacent to the Stables lies the enchanting Castlemilk Woodlands, part of the historic Stuart estate.

Historical Background:

- Castlemilk was once the country estate of the Stuarts of Castlemilk, a family with connections to Scotland's ancient royal lineage.

- The estate included Castlemilk House, a stately mansion built around Cassilton Tower (started in 1460), which stood on the site of a 13th-century castle. Unfortunately, Castlemilk House was demolished in 1972.

- The Stuarts also added to their estate over time, and confusion surrounds the exact date when the Lanarkshire property of Cassiltoun became known as Castlemilk.

Post-War Development:

- In the 1950s, the Glasgow Corporation developed Castlemilk as a peripheral housing scheme. Its purpose was to accommodate approximately 34,000 people from inner-city slum areas like the Gorbals.

- New residents were provided with open spaces, improved sanitation (including indoor toilets and bathrooms), and a clean environment.

- The modern development grew around Castlemilk House, but the population declined from 37,000 in 1971 to roughly half that number by 1991.

Challenges and Regeneration:

- Despite the social problems associated with poverty and unemployment, Castlemilk has benefited from a regeneration strategy implemented in the 1980s.

- Key aspects of this strategy include:
    - **Improved Housing:** Efforts to enhance housing conditions.
    - **Local Arts Development**: Focusing on cultural and artistic initiatives.
    - **Community Involvement**: Community groups and cooperative housing associations have played a significant role in regenerating housing and improving amenities.

- **Facilities:** The area now boasts a swimming pool, sports centre, shopping arcade, and community centres.

Current Challenges:

Castlemilk still faces challenges:

- **Deprivation:** Despite investment, it remains among the 5% most deprived areas in Scotland.
- **Transport Links**: Poor connectivity affects residents.
- **Lack of Facilities**: Some amenities are under-resourced or threatened.
- **Limited Employment Opportunities**: Job prospects are constrained.
- **Food Desert**: The absence of a local supermarkets compounds the challenges.

Scottish Government's Deprivation Map:

In summary, Cassiltoun Trust stands as a beacon of resilience and community spirit in Castlemilk. Its multifaceted impact, ranging from employment generation and economic vitality to generating empowerment, health, education, and social bonds remains pivotal. As Castlemilk continues its journey toward holistic well-being, the Trust's role remains critical, illuminating pathways for progress and unity.

5. Board and Governance

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

The Board continues to:

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

The Trustees of Cassiltoun Trust are:

- Glenn Elder, former Bailie for Glasgow City Council.
- Christine Devine MBE (local resident & former Depute Lord Provost)
- Lewis MacSween, retired from Glasgow City Council Development & Regeneration Services
- Anna Stuart MBE, Chair, Board member of CHA and Castlemilk resident
- Charlie Millar, former CEO Cassiltoun Housing Association
- Charlie Turner, former Chief Executive of Thenue Housing Association
- Susan Casey, Community Member
- Councillor Margaret Morgan
- Bridget Crossan, Community Member
- Deborah McGlashan, Castlemilk volunteer

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.

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6. Business Activities

The Trust's main business activities are:

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

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

- Managing Castlemilk Stables.

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

7. Management Arrangements

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

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

8. Grants and funding conditions

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

Funders of current projects set a variety of specific funding conditions.

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

Between July 2007 and March 2024, the Trust has

- Welcomed ministerial visitors from the UK and Scottish Government,
- In 2009, Prince Charles was welcomed to the Stables building. During his visit, Prince Charles engaged with the local community, including chatting with young children within the stables. His presence highlighted the importance of preserving historic buildings and fostering community connections.
- Created more than 70 employment opportunities;
- Recruited and supported over 30 local volunteers who assist the Trust to deliver its objectives;
- Delivered a wide range of courses including adult literacy, numeracy, child protection training and first aid at work;
- Provided a pre-5 nursery facility for up to 57 children;
- Provided a base for the activities of a local housing association
- Received multiple awards for the building and for its community programs
- Received in excess of 10,000 visitors;
- Facilitated local, national and international regeneration visits (our international visitors have come as far as France, Japan, Australia, Canada, Lithuania, Africa, Holland and Belgium);
- Assisted other community organisations and Trusts to develop their business plans;
- Hosted a variety of community events, including the successful Pumpkin Festival, Open Air Theatre, school holiday programmes, arts, health and youth events and fun days.

9. Strategic and Operational Objectives for the period 1st of April 2024 to 31st March 2025

Cassiltoun Trust Strategic Objectives 2024- 2025

To empower our local community and extended communities to make positive changes in their lives by providing and enabling education/training, employment, health and leisure time Opportunities.	Promote, enhance and preserve the public's knowledge of Castlemilk's rich history and heritage.	To continue to preserve the historical and architectural significance of Castlemilk Stables for the local and extended community and to promote the preservation of other historical landmarks in the area.	To promote, influence and implement local and national strategies that assist and drive community led economic regeneration and development

1. **Operational Objectives 2024-2025**To recruit new Board members and support existing Board members to sustain and improve their skills and knowledge to help ensure that they are as effective as possible.
2. Continue to develop partnerships with funders and local voluntary and statutory groups and deliver on all our funding targets.
3. Ensure the Trust is financially stable by monitoring our expenditure and obtain external grant funding for specific projects.
4. To develop Castlemilk Park with our strategic partners, volunteers and the local community,
5. Promote the objectives and role of Cassiltoun Trust and in particular its wider role as a vehicle for Community Development within Castlemilk and the wider regeneration community.
6. To participate in the 2024 Glasgow Doors Open Day Festival and wider events. being held in Glasgow.
7. To obtain funding for and implement new heating for the building.
8. To deliver 2024 Bursary Programme for two people.
9. Strategic Planning for Integrity: Our focus will be on long-term strategy. In October 2024 we'll chart out a 3-5 year strategic plan that aligns with the building's overall vision and

mission. This plan will guide our actions and decisions to maintain the integrity of the structure.

- We will meticulously examine the condition report for the building. This assessment will provide insights into any existing issues, maintenance requirements and potential risks.

10. Transition the board from physical documents to a fully digital platform. The aim is for Board members to receive board papers, minutes, and other relevant materials electronically, eliminating the need for printed copies.

10.SWOT Analysis

Strengths

- Strong Governance and compliance with Regulatory Standards.
- Part of Cassiltoun's diverse Group Structure
- Good Reputation and partnership working with funders and partners
- Experienced and skilled Board
- Diverse range of services i.e. events and activities
- High level of Volunteers and involvement
- Well established tenants
- Independent verification review undertaken by CEIS report.
- Comprehensive Tenancy Review
- Increased revenue
- Catalyst for economic development/improvement impact on community.

Weaknesses

- Historic heating issues (restricted due to listing and income)
- Lack of space to grow within the building
- Income & Expenditure – limited reserves. Limited options to increase income and reduce costs and major cost (electricity) and maintaining Stables Building impacted by economic conditions.
- Succession plan for Board membership – action plan being created 2024.
- Unknown element of capital costs – heating.

Opportunities

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

Threats

- Lose Board members
- Potential reputational damage if Woodlands deteriorates
- Lack of Volunteers Reduction in grant/funding
- Cost of Living
- Local Authority cut backs to essential services
- Inflation uncertainty regarding cap on increase of rent

11. Risk Analysis

CASSILTOUN TRUST RISK REPORT - 2023/24

updated by CEO Asset Mgr and HCF on 28 Nov 23

Agenda Item 11

Cassiltoun Trust

			Pre Control Measure					Post Control Measures						
Risk Category		Risk	Likelihood	Impact	Total Risk Score	Risk Level	Control Measure	Likelihood	Impact	Total Risk Score	Risk Level	Action Plan	Risk Owner	Risk Appetite
Financial	1	Increases in costs which exceed the income stream,	3	3	9	Significant	Budget set annually with value for money sought for any ongoing maintenance.	2	2	4	Moderate	Leases under review	AM/CEO	AVERSE
	2	Inability to fund building investment	4	5	20	High	Building condition survey.	3	3	9	Significant	Ongoing	AM/CEO	AVERSE
	3	Trust may longer be VfM for the Group	3	3	9	Significant	Review underway funded by CEIS	2	3	6	Moderate	Ongoing		AVERSE
Health and Safety	4	Unable to maintain temperature of building and hot water provision	3	4	12	Significant	Electric wall mounted heaters in place . Immerser for hot water working effectively Further procurement discussion re air source	2	3	6	Moderate	Ongoing	AM	AVERSE
	5	Building fails health and safety audit	3	4	12	Significant	Audit and action plan in place	2	3	6	Moderate	Ongoing	AM	AVERSE
Governance	6	The Trust may not have sufficient experienced or skilled board members in future years.	2	4	8	Significant	CHA will support and encourage board recruitment particularly through the Community team . Recently recruited 2 new members	2	4	8	Significant	Continue to promote locally and re-visit recruitment process	CDM/AM	FLEXIBLE

12. Awards

2008

Scottish Civic Trust 2010 Winner

Commendation

SCVO Charity of the Year Awards 2021- Finalist

Paths for All – Volunteer of the Year Award 2022 – Winners

RSPB Nature of Scotland awards 2022 'Youth and Education Awards **shortlisted top five**

Ramblers Scotland: Social Housing Association Walking Champion award at the first Scottish Walking Awards 2021

Paths for All
Volunteer
Awards 2021

paths for all
FOR A HAPPIER, HEALTHIER SCOTLAND

Scottish Building of the Year 2008

Scotland's Finest Woods

Community Woodlands Award
Highly Commended 2013

Scotland's Finest Woods

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

TPAS SCOTLAND NATIONAL GOOD PRACTICE AWARDS 2016

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

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