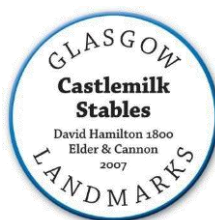




Cassiltoun Trust Business Plan

2026 | 2027

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



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Cassiltoun Trust Business Plan

Executive Summary

- Cassiltoun Trust has now been in operation since 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, owned 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 Category 'B' in the 1970s and a Glasgow Landmark Building, it represents a fine example of late Georgian design.

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

3. Charitable Objectives

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

- The advancement of 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 area 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 1969.
- 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 1990s.
- 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, education, the environment and economic development.

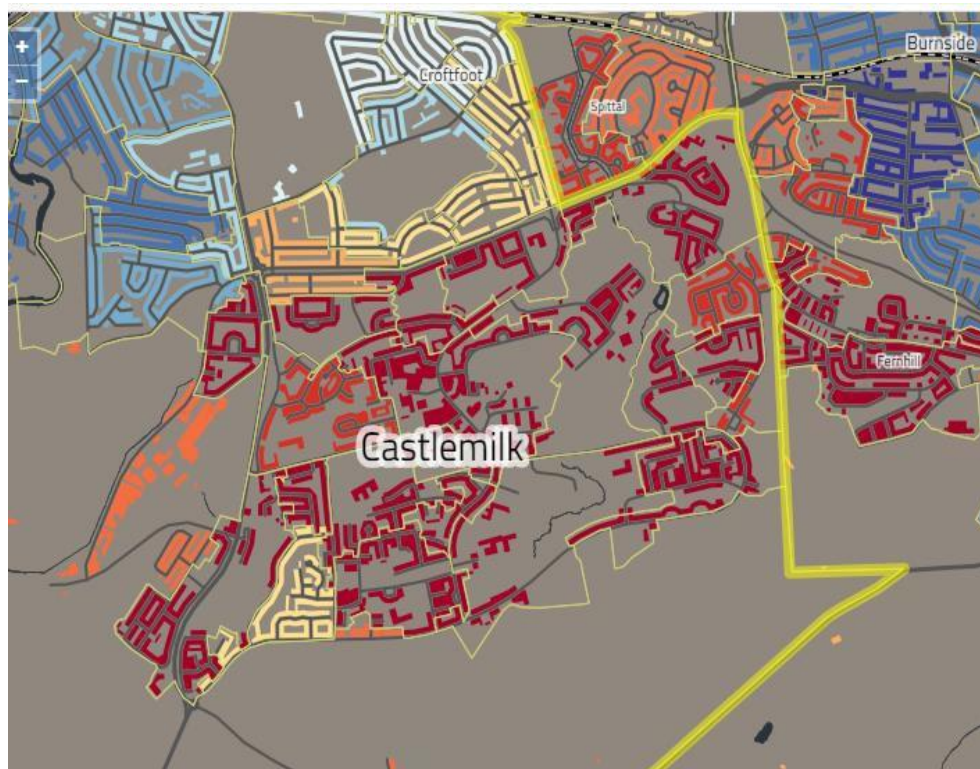
- **Facilities:** The area now boasts a swimming pool, sports centre, shopping arcade, and community centres.

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.

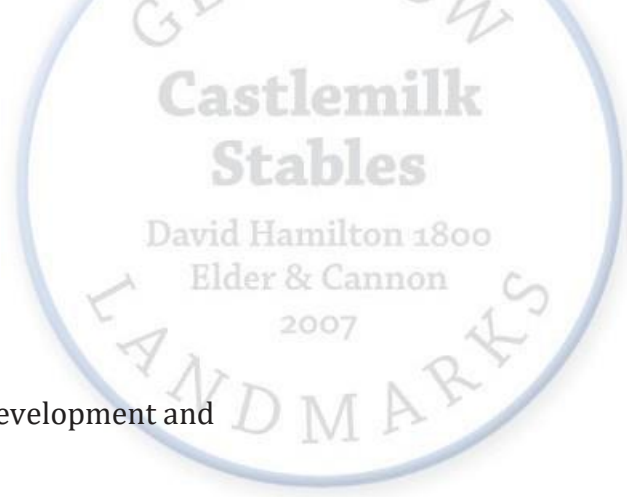
The Trustees of Cassiltoun Trust are:

- 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.



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 2026, 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.

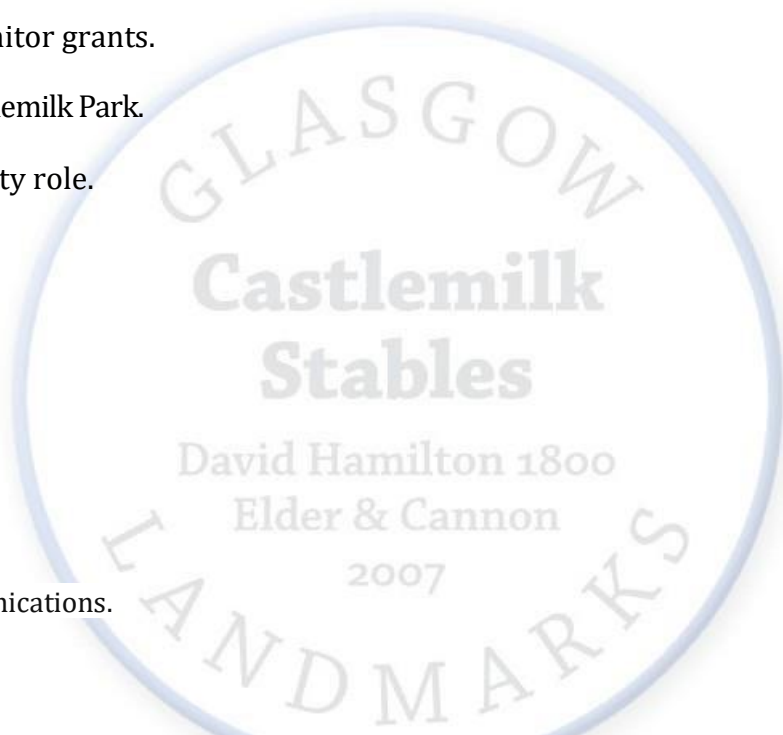
9. Strategic and Operational Objectives for the period 1st of April 2026 to 31st March 2027

Cassiltoun Trust Strategic Objectives 2026- 2027

Empower communities through opportunities.	Preserve and share Castlemilk's heritage.	Protect Castlemilk Stables heritage.	Drive community economic growth.
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Operational Objectives 2026-2027

1. To advance Board recruitment and skills.
2. Expand partnerships and meet funding goals.
3. Secure good financial health and monitor grants.
4. Continue to collaborate to enhance Castlemilk Park.
5. Promote Cassiltoun Trust's community role.
6. Join 2026 Glasgow Doors Open Festival.
7. Fund and install new heating.
8. Implement 2026 bursary award.
9. Plan 3-5 year maintenance strategy.
10. Digitalise Board documents and communications.



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.
- Castlemilk Park Local Nature Reserve accreditation.
- Improving the Stables Building

Weaknesses

- Lack of space to grow within the building
- Income & Expenditure – limited reserves. Limited options to increase income and reduce costs and major cost (energy) and maintaining Stables Building impacted by economic conditions.

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.
- Partnership working- gap for more partnership work bringing people together and coordinated to work together for funding.

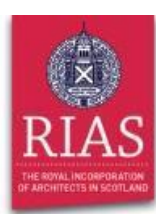
Threats

- 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
- Scarcity of funding
- Rising costs of projects due to cost of living
- Cut backs at local and national level- greater need for services and less funding
- Impact on young people in particular
- Increase in vandalism and fly-tipping
- Fluctuation of energy costs.

11. Risk Analysis

CASSILTOUN TRUST RISK REPORT - 2025/26 (updated by HAM Dec 2025)													
		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		HAM/CEO	AVERSE
	² Inability to fund building investment	4	5	20	High	refreshed building condition survey being carried during 2025/2026 - new leases with updated terms regarding investment works	3	3	9	Significant	Ongoing	HAM/CEO	AVERSE
Health and Safety	⁴ Building fails health and safety audit	3	4	12	Significant	Audit and action plan in place for all matters related to health and safety	2	3	6	Moderate	Ongoing	HAM	AVERSE
Governance	⁵ The Trust may not have sufficient experienced or skilled board members in future years. Risk level increased due to completion of investment project and governance matters which may lead to Board members stepping down	3	4	12	Significant	CHA will support and encourage board recruitment particularly through the Community team .	2	4	8	Significant	Continue to promote locally and re-visit recruitment process - Appraisals and training	HAM	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**

Paths for All Volunteer Awards 2021



FOR A HAPPIER,
HEALTHIER SCOTLAND

Scottish Building of the Year 2008



Scotland's Finest Woods



Scotland's Finest Woods



Community Woodlands Award
Highly Commended 2013

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

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

David Hamilton 1800

Elder & Cannon

2007