



CASSITOUN GROUP BUSINESS PLAN 2021 – 2022



UPDATED APRIL 2021

TABLE OF CONTENTS

| | |
|--------------------------------------------------------------------------------|----|
| SECTION 1 - FOREWARD AND INTRODUCTION | 3 |
| 1.1 - FOREWARD..... | 3 |
| 1.2 - INTRODUCTION..... | 3 |
| 1.3 - PURPOSE OF OUR BUSINESS PLAN | 3 |
| 1.4 - OUR BUSINESS PLANNING PROCESS | 4 |
| 1.5 - ENGAGING WITH STAKEHOLDERS | 4 |
| 1.6 – THE YEAR AHEAD 2021-2022 | 4 |
| SECTION 2 – ABOUT THE CASSILTOUN GROUP | 5 |
| 2.1 - HISTORY | 5 |
| 2.2 - OUR SOCIAL IMPACT | 5 |
| SECTION 3 – OPERATING CONTEXT | 6 |
| 3.1 - EXTERNAL ENVIRONMENT - THE NATIONAL CONTEXT | 6 |
| 3.2 - THE EXTERNAL ENVIRONMENT – THE LOCAL CONTEXT (CASTLEMILK)..... | 8 |
| SECTION 4 – CASSILTOUN HOUSING ASSOCIATION STRATEGIC FRAMEWORK | 10 |
| 4.1 - CHARITABLE OBJECTS..... | 10 |
| 4.2 - VISION AND MISSION | 11 |
| 4.3 - VALUES | 11 |
| 4.4 - OUR UNDERLYING APPROACH..... | 11 |
| 4.5 - STRATEGIC AND OPERATIONAL OBJECTIVES 2021-22 | 12 |
| SECTION 5 - GOVERNANCE AND STAFF STRUCTURE..... | 14 |
| 5.1 - BOARD STRUCTURE/SUB COMMITTEE STRUCTURE..... | 14 |
| 5.2 - BOARD OF MANAGEMENT..... | 14 |
| 5.3 - STAFF STRUCTURE..... | 15 |
| 5.4 - STATISTICAL OVERVIEW | 15 |
| SECTION 6 - PEST, SWOT AND RISK | 16 |
| 6.1 PEST | 16 |
| 6.2 SWOT | 18 |
| 6.3 - RISK MANAGEMENT | 19 |
| SECTION 7 - PRIORITIES | 20 |
| 7.1 - MAINTAINING BUSINESS CONTINUITY AND PERFORMANCE | 20 |
| 7.2 - RENT AFFORDABILITY, SUSTAINING TENANCIES, ALLEVIATING HOMELESSNESS | 21 |
| 7.3 - ASSET MANAGEMENT INCLUDING TENANT AND RESIDENT SAFETY | 21 |
| 7.4 - COMMUNITY DEVELOPMENT, ENGAGEMENT AND REGENERATION..... | 24 |
| 7.5 GOVERNANCE AND BUSINESS IMPROVEMENTS | 25 |
| SECTION 8 - OUR FINANCES..... | 27 |

| | |
|------------------------------------------------------------------|----|
| 8.1 OVERVIEW | 27 |
| 8.2 FINANCIAL MODELLING AND ASSUMPTIONS..... | 27 |
| 8.3 INCOME AND EXPENDITURE AND BALANCE SHEET PROJECTIONS..... | 29 |
| 8.4 LOAN COVENANTS..... | 29 |
| 8.5 SCOTTISH HOUSING REGULATOR REVISED GUIDANCE AUGUST 2020..... | 29 |
| 8.6 SCENARIO PLANNING | 30 |
| SECTION 9 - VALUE FOR MONEY AND BENCHMARKING | 32 |
| 9.1 - VALUE FOR MONEY..... | 32 |
| 9.2 - SECTOR BENCHMARKING | 33 |
| SECTION 10 - MONITORING AUDIT & REVIEW | 34 |
| 10.1 - PERFORMANCE MANAGEMENT | 34 |
| SECTION 11 - THE NEXT 3 YEARS FOR THE CASSILTOUN GROUP | 35 |
| 11.1 - HOUSING DEVELOPMENT | 35 |
| 11.2 - A NEW SOCIAL ENTERPRISE..... | 35 |
| 11.3 - A NEW SOCIAL ENTERPRISE CENTRE | 35 |
| 11.4 - FOCUS ON EQUALITY AND DIVERSITY..... | 35 |
| 11.5 - DIGITAL TRANSFORMATION | 35 |
| 11.6 - SUCCESSION PLANNING AND FINALISING STAFF STRUCTURE | 36 |
| 11.7 - BUSINESS RECOVERY POST COVID-19 | 36 |
| Section 12 - APPENDICES | 37 |

SECTION 1 - FOREWARD AND INTRODUCTION

1.1 - FOREWARD

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

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

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

1.2 - INTRODUCTION

This business plan is our central strategic document and sets out our strategic direction up to March 2022. It is approved by the Board prior to the start of each financial year. In developing this plan, we have taken account of business planning guidance published by the Scottish Housing Regulator (Dec 2015 and updated guidance in August 2020).

1.3 - PURPOSE OF OUR BUSINESS PLAN

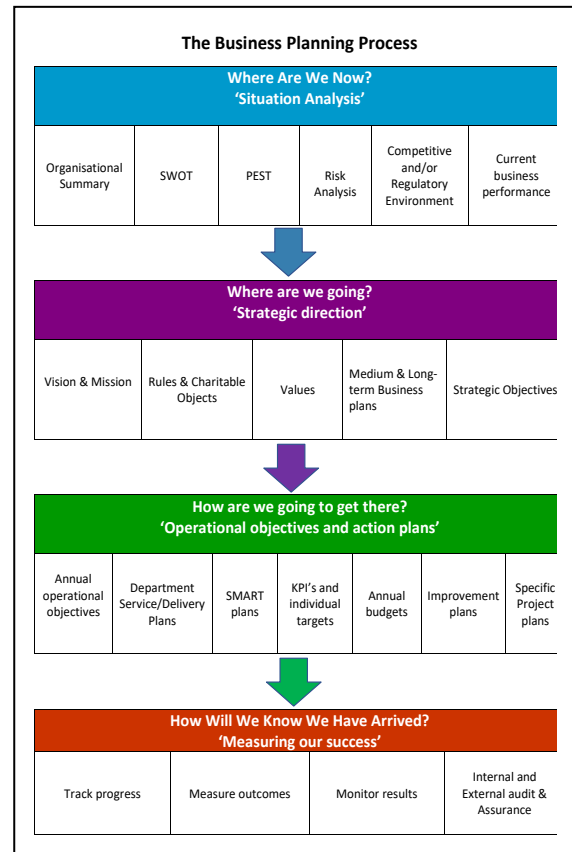
The purpose of the business plan is to:

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

1.4 - OUR BUSINESS PLANNING PROCESS

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

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



1.5 - ENGAGING WITH STAKEHOLDERS

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

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

We would normally seek feedback from our focus group/scrutiny panel and through informal methods at tenant events. We have been unable to do this due to Covid-19 but will ensure that wider views are captured in the review process for the 2022/2023 plan.

1.6 – THE YEAR AHEAD 2021-2022

The 2021 – 2022 financial year will focus on the following areas:

Business Continuity – Continuing to deliver our critical services to tenants and meeting our commitments to uphold our financial commitment to our partners and suppliers and our

delivery targets to funders. We will work towards our operational objectives where we can and also continue with strong Governance and Financial Management.

Supporting our Communities – During the ongoing pandemic and subsequent recovery period our role as a community anchor will be to support the wider Castlemilk Community networks to care for those in the community who are at risk or more vulnerable.

Planning for the Future - Part of our response to changes imposed on our Business by the pandemic will necessitate that we review our short and medium-term plans. We will need to review how we operate and deliver services to ensure that we emerge from this as a stronger organisation that is more resilient. We will take advantage of new ways of working that will improve our business and services to tenants and customers. We will focus on the 3 'R's':

- What old ways of working or plans do we want to **RESTORE**
- What new ways of working or plans do we want to **RETAIN**
- What about our business do we need to **REINVENT**

SECTION 2 – ABOUT THE CASSILTOUN GROUP

2.1 - HISTORY

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

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

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

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

2.2 - OUR SOCIAL IMPACT

All parts of the Cassiltoun Group have an overarching purpose which is to 'provide value for money for their services and play a critical role in the local economy to support both job creation and wider social and economic regeneration'. Each of the businesses has its own

charitable objects, strategic and operational objectives and business planning framework to meet those objectives.

We are keen to align our approach to maximising Social Impact to the Scottish Government's 16 National Outcomes. Across our Group we focus particularly on the following 12 outcomes where we believe we can have the most significant impact.

- We realise our full economic potential with more and better employment opportunities for our people.
- Our young people are successful learners, confident individuals, effective contributors and responsible citizens.
- Our children have the best start in life and are ready to succeed.
- We live longer, healthier lives.
- We have tackled the significant inequalities in Scottish society.
- We have improved the life chances for children, young people and families at risk.
- We live our lives safe from crime, disorder and danger.
- We live in well-designed, sustainable places where we are able to access the amenities and services we need.
- We have strong, resilient and supportive communities where people take responsibility for their own actions and how they affect others.
- We value and enjoy our built and natural environment and protect it and enhance it for future generations.
- We take pride in a strong, fair and inclusive national identity.
- Our people are able to maintain their independence as they get older and are able to access appropriate support when they need it.

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

SECTION 3 – OPERATING CONTEXT

3.1 - EXTERNAL ENVIRONMENT - THE NATIONAL CONTEXT

The Economy - At the time of updating this plan, the UK economy is showing the first small signs of economic recovery however economic activity is still below its pre-pandemic peak. The impacts of the Covid-19 pandemic continue to have significant and wide-ranging economic consequences.

Covid-19 - Is having a significant impact on how we deliver our services. During 2020-2021 and we predict during a significant part of 2021-2022 the Cassiltoun Group have to:

- Work in a more dispersed way
- Invest in new technology and hardware to enable staff to work remotely and for effective governance
- Limit the services we can provide to tenants
- Re-profile our building, maintenance and repairs programs
- Divert resources (both time and financial) to Covid-19 related measures, training and health and safety

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

‘Poverty in Scotland is rising, from an already unacceptably high level. More people are facing situations where they cannot afford the basics nor play a full role in society. Almost one in five people in Scotland live in poverty, and for children the situation is worse, with one in four in poverty. New analysis shows the key role of housing in people’s lives, and how types of housing, and the lower cost of housing in particular in the social rented sector, mean that poverty is significantly lower in Scotland than in the rest of the UK overall.’

A Scottish Government report published in March 2021 showed that 26% of children in Scotland were in poverty in 2019-20, up from 23% in 2018-19 and 24% 2017-18. With Glasgow having the highest levels in Scotland.

New Legislation and Regulations - During the last few years, we have been impacted by new Legislation and Regulations including the Scottish Housing Regulatory Framework, the extension of Freedom of Information requirements and the Scotland Act 2016.

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

Brexit. - The UK left the EU at the end of 2020 and although the impacts remain uncertain, it is believed that Brexit could lead to:

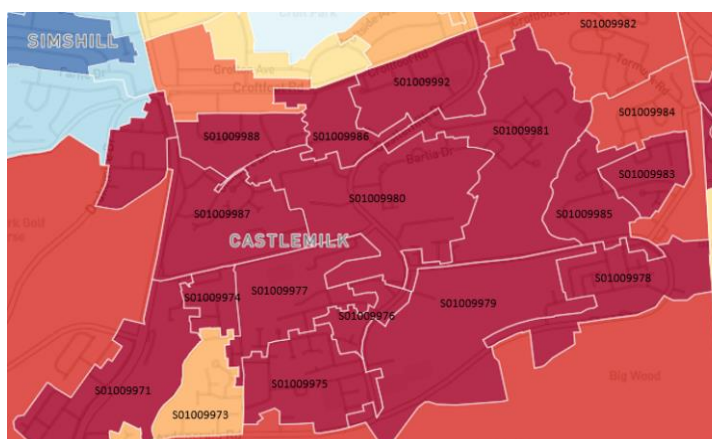
- Business uncertainty which could lead to increased unemployment
- Rising costs leading to inflationary pressure
- Pressure on interest rates
- Shortages of goods and materials leading to delays or increased costs in building and construction and repairs and maintenance.
- Shortage of labour in certain sectors of the economy

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

Scottish Parliament Elections. - These will be held in May 2021. This may lead to a change in the party leading the Scottish parliament, new policies and new ministers. This may impact the work of the sector if Scottish Government priorities change.

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

3.2 - THE EXTERNAL ENVIRONMENT – THE LOCAL CONTEXT (CASTLEMILK)



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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

SECTION 4 – CASSILTOUN HOUSING ASSOCIATION STRATEGIC FRAMEWORK

4.1 - CHARITABLE OBJECTS

The objects of the Association are:

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

4.2 - VISION AND MISSION

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



Community driven social responsibility achieved through business diversity and performance which will make a real difference to local people



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.

4.3 - VALUES

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

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

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



4.4 - OUR UNDERLYING APPROACH

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

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

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

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

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

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

4.5 - STRATEGIC AND OPERATIONAL OBJECTIVES 2021-22

| Strategic Objective | Operational Objective | Date |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------|------|
| VFM <i>Ensure that our rents remain affordable, and we deliver effective and efficient services that provide value for money</i> | Complete a staff structure review | Q1 |
| | Meet all objectives set out in the annual KPI's and SMART plans | Q4 |
| | Achieve high levels of customer satisfaction (90%) with our Reactive, Cyclical and Environmental contracts | Q4 |
| | | |
| HOMES AND NEIGHBOURHOOD <i>Maintain the high quality of our housing stock and the wider estate ensuring the comfort of tenants and the protection of investment.</i> | Ensure that we deliver the objectives set in the Asset Management Plan & deliver our 2021/22 major repair improvement plans | Q4 |
| | Complete an Action Plan to assess compliance against EESSH2 | Q4 |

| | | |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------|----|
| | Achieve all statutory requirements for fire and smoke detectors, legionella, asbestos, electrical and gas requirements | Q4 |
| | Complete Stock conditions survey | Q1 |
| | Continue to manage the Castlemilk Drive Development to ensure project meets budgetary and timescale milestones | Q4 |
| | Pursue site acquisition and planning proposals for Homes by the Park site | Q4 |
| | | |
| COMMUNITY REGENERATION <i>Contribute to the wellbeing of the local community by working with tenants, residents, partners and funders to develop initiatives that promote the physical and social regeneration of Castlemilk and increase levels of Social and Financial inclusion.</i> | Deliver outcomes set out by existing funders and seek other funding and opportunities | Q4 |
| | Progress with plans for the Social Enterprise and Wellbeing Centre including funding and development plans | Q4 |
| | | |
| GOVERNANCE AND COMPLIANCE <i>Ensure that the work of the Cassiltoun Group is supported by good governance, effective financial, management and regulatory compliance</i> | Assess performance against the SHR's Regulatory Framework and submit an Annual Assurance statement | Q3 |
| | Develop and implement an action plan to ensure that we meet guidance on Equalities and Human Rights | Q2 |
| | Complete Internal Audit programme of 3 areas. | Q4 |
| | Ensure that Subsidiary Business plans and management agreements are reviewed and approved | Q1 |
| | Maintain Cyber Essentials accreditation | Q3 |
| | Review and update 30-year Financial Plan | Q2 |
| | Support the development of a new scrutiny panel and deliver first report | Q4 |
| | | |
| OUR PEOPLE <i>Ensure we attract and retain highly skilled and knowledgeable staff and Board members. Continue to invest in, and support our staff, volunteers and Board members to</i> | Board membership to remain at 11 as a minimum | Q4 |
| | Ensure that the Board of Management complete their agreed training and learning plans | Q4 |
| | Maintain Investors in People platinum standard | Q4 |

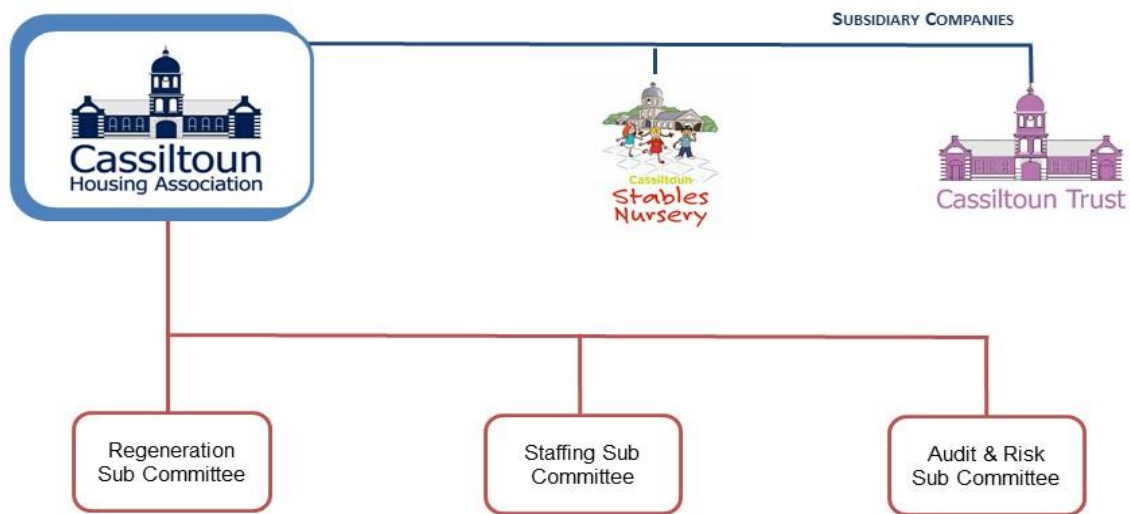
ensure they maximise their potential.

SECTION 5 - GOVERNANCE AND STAFF STRUCTURE

5.1 - BOARD STRUCTURE/SUB COMMITTEE STRUCTURE

The Cassiltoun Group is currently made up of:

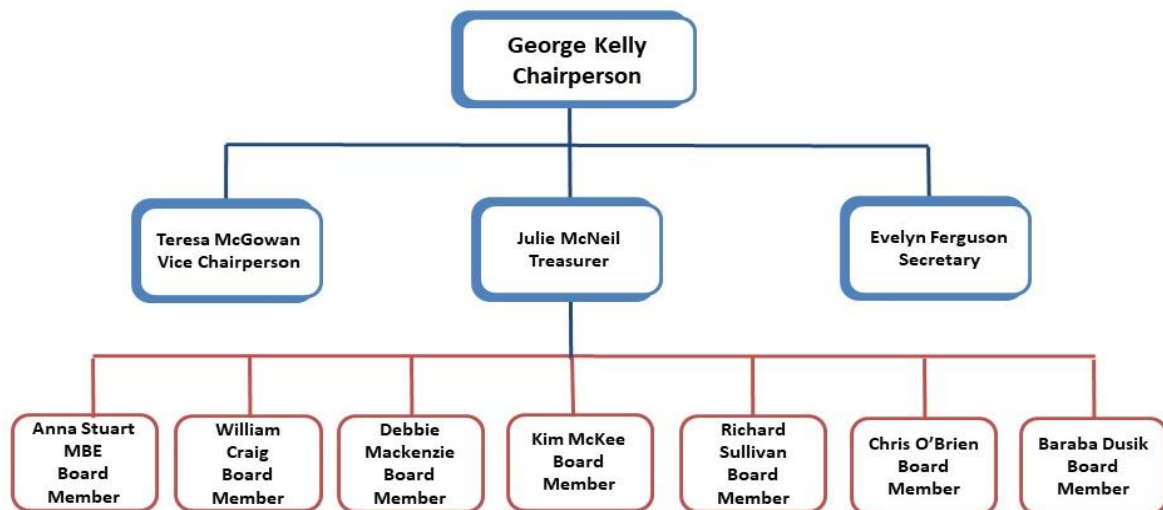
- Cassiltoun Housing Association
- Cassiltoun Trust
- Cassiltoun Stables Nursery



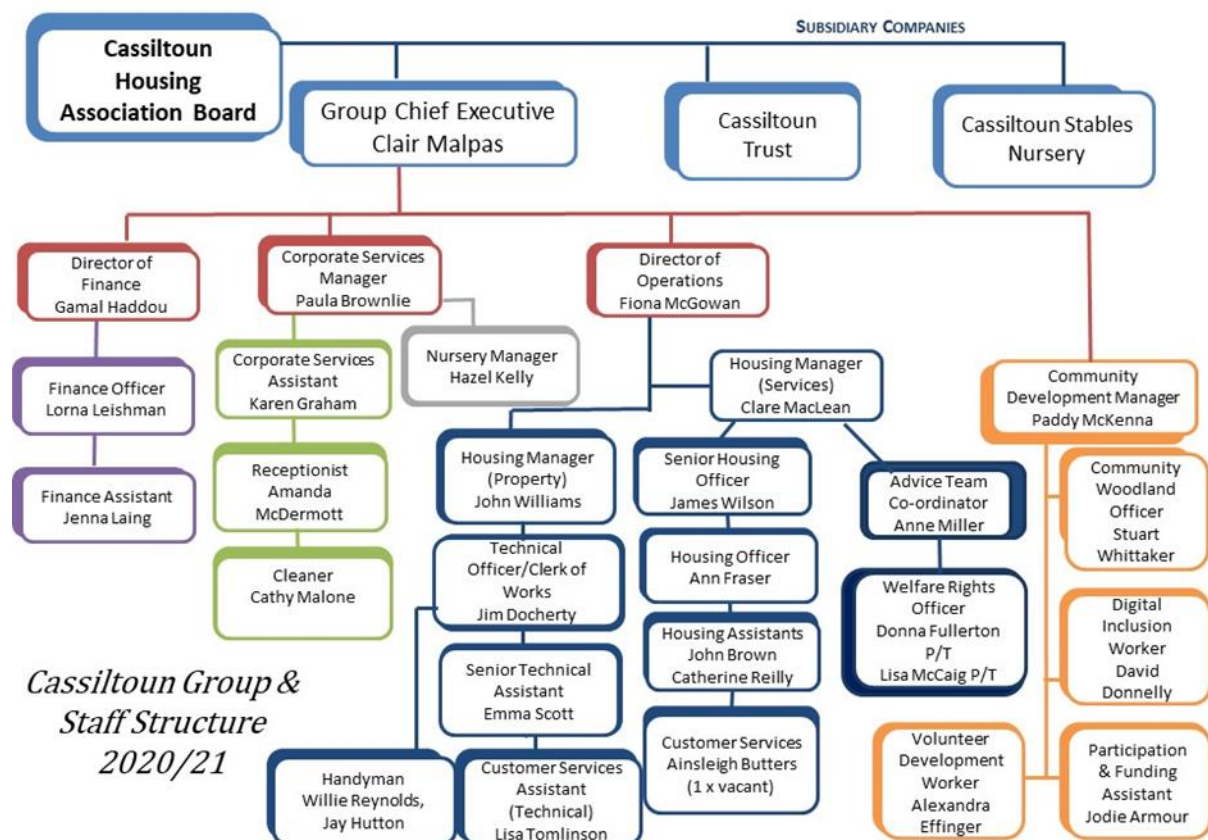
5.2 - BOARD OF MANAGEMENT

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

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



5.3 - STAFF STRUCTURE



5.4 - STATISTICAL OVERVIEW

Cassiltoun Housing Association currently has 1017 properties for social rent. The Association's stock is made up of many different house sizes which range between one and seven apartment properties.

| Size | House | Tenement | 4-in a block | total |
|------|-------|----------|--------------|-------|
|------|-------|----------|--------------|-------|

| | | | | |
|--------------|------------|------------|-----------|-------------|
| 2 apartment | 2 | 63 | 36 | 101 |
| 3 apartment | 57 | 563 | 24 | 644 |
| 4 apartment | 34 | 128 | 0 | 162 |
| 5+ apartment | 104 | 6 | 0 | 110 |
| Total | 197 | 760 | 60 | 1017 |

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

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

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

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

SECTION 6 - PEST, SWOT AND RISK

6.1 PEST

This was reviewed and agreed by the Staff and Board teams in business planning sessions in January 2021 prior to the preparation of the strategic objectives for 2021/2022

| | |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p style="text-align: center;">Political</p> <ul style="list-style-type: none"> • 2nd Indy Ref • Covid 19 (Court/Eviction changes Homelessness) • Financial – Welfare • Pensions • Housing First (Homelessness) • EESSH Targets • Climate Change Scotland Act 2009 • Self-assessment & Regulatory Framework • GCC - Glasgow Standard • Government changes re fire safety • Barnet Formula • Scottish and Council Budget • Covid Restrictions • Brexit • COvid-19 Recovery routemap | <p style="text-align: center;">Economic</p> <ul style="list-style-type: none"> • Council cutbacks • Rises in Unemployment (more unemployment less opportunities) • Energy costs • Rate of Inflation • Impact of costs/taxes • Pound drops • Recession • Housing Demand (crisis in market) • Reduction in public expenditure • Low wages (zero hour contract) • Benefit freezes • Pressure on rent affordability • Cuts to external funding and more competition • Lenders attitude to risk • Reduction in Covid Government Assistance/Bailouts • Increase in benefit claims due to Covid • Financial impact of COVID-19 on individual incomes, business impact and local economy • Lack of local businesses/shops • Risk of fewer support services/advice services |
| <p style="text-align: center;">Social</p> <ul style="list-style-type: none"> • Crime etc • Barriers to education • Isolation • Increased Mental and physical health problems • Community Integration – negative/positive • Poverty (food/fuel) • Addictions • Reduction in public services • Aging population/social care • Change in demographic profile • Lack of training and employment • Increased homelessness • Brexit impact on Immigration • Digital Inclusion • Reduced diversionary projects • Increase in isolation | <p style="text-align: center;">Technology</p> <ul style="list-style-type: none"> • 24/7 response expected with regard to services • Email increase • High tech homes • Cybercrime/ IT Security (anti-virus) • Digital disconnection/exclusion • Innovations and Energy efficiency • Management systems shift to cloud • Developing expertise and knowledge of staff • Confidence/lack of confidence with new technologies • Changes to service delivery/pace of change • Electrical car provisions • Renewable Energy • GDPR/FOI Breaches |

| | |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <ul style="list-style-type: none"> • Digital inequality and exclusion • Change of use of woodland (increased adult drinking) • Change of engagement with green space (e.g. no access for school groups or those shielding/self-isolating) • Covid 19 Impact (increase in isolation, lack of local community activities, increase in poor mental health, rise in domestic abuse/child neglect/anti-social, change in environment/environment neglect. • More Working from home | <ul style="list-style-type: none"> • Developing expertise of tenants • Digital Transformation Strategy • Home working – digital ready, with DD and Allpay systems in place • AI could reduce jobs increase unemployment • Cost of IT |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

6.2 SWOT

This was reviewed and agreed by the Staff and Board teams in business planning sessions in January 2021 prior to the preparation of the strategic objectives for 2021/22

| | |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p style="text-align: center;">Strengths</p> <ul style="list-style-type: none"> • Good performance • Financially Stable/financial controls • High levels of customer engagement • Committed staff • Good T & C's • HWL/IIP Platinum • Proactive approach to welfare reform • SHR low engagement • Skilled Board members/background • Partnership working • Volunteer development ethos & network • Reputation • Community Development and Engagement • Adaptable • Diverse funding strengths • Values • Ambitious • Good attitude to risk • Social Media • Good Governance • More Modern homes (new builds) • Website • Leadership • Ability for staff to operate the business from home • Responsive to wider community issues • Communication from SMT and above • Progressive • Pro Active approach to Covid 19 – IT improved, working from home continuous service, • Staff resilience • Training • Business Continuity • How we respond to challenges | <p style="text-align: center;">Weaknesses</p> <ul style="list-style-type: none"> • Lack of space in Stables/lack of storage • Heating • Poor wi-fi connection • App • New Board member uptake • Scrutiny Panel/Group • Phone System • Some staff on temporary contracts • Some services rely on external funding • Factoring Services • Lack of Medically adapted properties • Obtaining more tenant feedback • Reliance on on-premise server • Rent collection system • Digital connectivity • Some policies and procedures need to be reviewed |
| <p style="text-align: center;">Opportunities</p> <ul style="list-style-type: none"> • Homes by the Park/SEWC • Software/Digital transformation • Community Job Fund/Kickstart • Develop active Tenant participation • SE4 • Garden Pods • Forest School • Scrutiny Panel/Group • Social Media Strategy • Working from home flexible working • Volunteer Development • Showcase successful projects • Paperless office – paper free environment will create more space • Adapted properties • New ways of working • Virtual meetings (input from Board) | <p style="text-align: center;">Threats</p> <ul style="list-style-type: none"> • Brexit/Indy 2 • Increasing debts resulting in homelessness • Health and wellbeing of tenants - poverty • Environmental issues/impact • Fraud/phishing/hacking • Climate change • Legislative and Regulatory changes • Covid Pandemic and impacts • Low demand for housing in some areas • Increased rent arrears due to Covid • Council cut backs and reductions in services • GDPR/FOI Breaches • Loss of community member participation and involvement • Covid 19 – potential impact on reputation/relationship with tenants/residents • Working from home/not seeing team members/impact on work and home relationships • Covid 19 – health and well being of staff • Lack of internal opportunities for progression so may lose staff • Covid-19 – further lockdown • Pension liability |

6.3 - RISK MANAGEMENT

Effective risk management is a core ingredient in any successful business. Managing the risks to our organisation reduces the chance of us having to deal with the unexpected and ensures

proactive management rather than reactive crisis management. We have therefore adopted a comprehensive approach to risk management to ensure that we:

- are more flexible and responsive to new internal and external demands;
- are able to make informed decisions;
- can provide assurance to the Board, the Audit & Risk Committee and the management team;
- reduce incidents and control failures
- integrate risk management into the culture of the organisation;
- raise awareness of the need for risk management;
- encourage a positive approach to risk management;
- support improved decision making, innovation and performance through a good understanding of risks and their likely impact;
- manage risk in accordance with good practice.

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

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

Our current Risk Register in in Appendix 4

SECTION 7 - PRIORITIES

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

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

7.1 - MAINTAINING BUSINESS CONTINUITY AND PERFORMANCE

Cassiltoun has had a strong performance record with comparably low levels of rent arrears and void costs as well as high levels of satisfaction. Like many landlords in 2020 -2021, arrears and void loss increased significantly. Reactive repairs and investment work were also

impacted. Getting this under control and bringing the figures back to pre-lockdown levels will be an ongoing priority.

If infection rates stay under tight control, we are hopeful that the coming weeks and months will see considerable progress being made in the following areas:

- The full re-opening of the Stables building to the public, when it is safe to do so
- Restoring services that are currently suspended in a way that is safe for tenants and staff

7.2 - RENT AFFORDABILITY, SUSTAINING TENANCIES AND ALLEVIATING HOMELESSNESS

Through our development programme we are working towards increasing the supply of good quality affordable housing in the area to meet critical housing need.

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

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

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

| | Average Rent 2019/20* | | | |
|------------------------|-----------------------|-----------|------------|------------|
| Landlord | 2 Apt £ | 3Apt £ | 4 Apt £ | 5 Apt £ |
| Cassiltoun HA | 73.85 | 77.24 | 88.26 | 101.55 |
| Cathcart & District HA | 64.15 | 78.83 | 89.74 | 92.13 |
| Craigdale HA | 70.12 | 74.76 | 84.55 | 87.89 |
| Govanhill HA | 84.31 | 92.62 | 109.22 | 122.91 |
| North View HA | 70.75 | 87.74 | 97.61 | 109.24 |
| Scottish Average | 82.13 | 83.49 | 95.88 | 166.87 |

**figures for 2020/21 have not been published on SHR website at time of writing.*

7.3 - ASSET MANAGEMENT INCLUDING TENANT AND RESIDENT SAFETY

The Asset Management Plan sets out the framework for our approach to managing our

assets in order that we achieve our aims and objectives both now and, in the future, and ensuring compliance with the Scottish Housing Regulator's Regulatory Framework.

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

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

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

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

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

Our stock will be regularly assessed to ensure it meets our business needs. A stock conditions survey was procured for the 2020/2021 financial year. This was delayed due to Covid-19 restrictions but will be completed in the 2021/2022 financial year.

General Principles

- To consult with tenants and residents, keeping them updated on forthcoming programmes of works
and to incorporate tenant choice wherever possible as part of the replacement programmes.
- To provide a planned and cyclical maintenance programme and undertake improvement works and an adaptations service in a professional and cost-effective manner.
- To ensure compliance with all relevant legislation and regulations and to maintain the stock in accordance with the landlord responsibilities set out in the tenancy agreements.
- To maintain the Association's properties in a good, lettable standard at all times.

- To undertake, wherever possible, and where funding is available, the incorporation of innovation and improvements as part of our programmes that provide a long-term benefit to our tenants and the environment, especially those which reduce running costs or improve the quality of life for residents.
- To ensure that the works carried out are undertaken effectively and efficiently in compliance with recognised good practice.
- To reduce the amount of ad-hoc major repairs and routine maintenance through a planned maintenance approach.
- To undertake regular stock condition surveys and inspections and maintain updated life cycle costing programmes for all our properties.
- To undertake where necessary, risk management appraisals, value management and cost benefit analysis in respect of identified and planned works.
- To report regularly to the Board of Management, on planned programmes, progress, spend, costs and other relevant issues.

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

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

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

Health and Safety/Tenant and resident safety – Our Health and Safety Committee meet regularly to discuss our compliance against the Control manual and we have an external audit of our compliance. We currently have an action plan in place to respond to some areas where we can improve our compliance.

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

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

The Energy Efficiency Standard for Social Housing (EESH) was launched by the Scottish Government in March 2014. The standard sets minimum energy ratings for social housing stock to achieve by 31 December 2020. The standards are based on target minimum energy ratings that vary dependent upon the dwelling type and the fuel type used to heat it. During 2019/20 an independent surveyor carried out a cloning exercise of all our stock which confirmed that at the end of March 2020 99.9% of our stock meets the standard. We have commissioned a Stock Condition Survey in 2020/21 part of which will check the SAP ratings and produce EPC's to ensure that our stock continues to meet the standard by informing our investment programme. We will plan our future improvement works to enable the remaining properties to pass, barring tenant refusal or other issues out with our control, which may result in abeyances or exemptions. We are now working towards compliance with EESH 2.

The Stock Conditions Survey will also be used to update our investment programme priorities. We will re-prioritise our schedule of component replacement to take account of our legal duties and responsibilities, our need to smooth the programme to ensure we have sufficient capacity and to take into consideration the potential for further lockdowns (either national or local) and the anticipated increase in tender process as companies are forced to bring in additional health and safety measures that will increase costs and length of contracts.

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

| | 2021/22 | 2022/23 |
|-------------------------------------------|------------|------------|
| Planned Maintenance | £1,000,000 | £1,212,000 |
| Responsive Repairs including Voids | £512,000 | £528,000 |
| Cyclical/Estate Maintenance | £805,000 | £648,000 |
| Medical Adaptations | £45,000 | £30,000 |

7.4 - COMMUNITY DEVELOPMENT, ENGAGEMENT AND REGENERATION

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

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

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

Engagement - Cassiltoun always aims to put customers at the heart of everything it does. This includes providing opportunities to shape services, agree priorities and provide feedback. There are a range of opportunities for tenants and residents to get more involved with the work of Cassiltoun. However, we are always looking to improve how we engage with our tenants and residents to ensure that we are able to capture as wide a range of views as possible. We are currently exploring how we can utilise more virtual methods of engagement to continue with our engagement activities during Covid-19 restrictions and to widen the methods we use to participate. Currently people can:

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

7.5 GOVERNANCE AND BUSINESS IMPROVEMENTS

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

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

In 2021-2022 there will be an internal audit of the Associations Governance and our subsidiary companies

Digital Improvements – Even prior to the pandemic Cassiltoun were beginning to focus on how digital improvements could both improve our internal processes and efficiency and how we engage with our tenants. This year we are working with an external organisation and our IT partners to review our business and make recommendations that will inform how we use digital tools to improved our systems to deliver services to our tenants and assist us to deliver the strategic and operational aims of the Cassiltoun Group

Equality and Diversity – This year we are creating an Equality and Diversity strategy which will look at how and where we collect information from across the activities in the organisation and importantly how we use that information to inform the services we provide.

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

- Anticipated growth and change of the Association
- Key Board Members skills and competencies that need to be retained and expanded
- Identification of additional skills and competencies that need to be developed/attracted
- Expected and unexpected Board Member retirements and turnover
- Personal development and training plans for Board of Management Members.
- Reflecting good governance, the Association's Board of Management will plan for and have a strategy for its own renewal with recruitment being open and focused on creating a diverse, skilled and effective Board of Management

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

Current Action Plans:

- Assurance Action Plan (rolling plan)
- Arrears management
- GDPR
- Factoring
- Landlord Health and Safety
- Investors in People/Healthy working lives (rolling plan)
- Equality and Diversity
- Financial Controls
- Business Continuity and Disaster Recovery

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

SECTION 8 - OUR FINANCES

8.1 OVERVIEW

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

This financial plan was been rewritten and verified externally by Housing Regeneration Consultants and uses similar assumptions to previously adopted. Due to the stock condition survey being delayed a year the plan is largely rolled over whilst we await the survey being completed in mid 2021 which may materially change future spending needs and meeting EESH2 standards.

The plan has been prepared using the BRIXX modelling software and largely pre-dates the full impact of Covid-19, some of which was favourable to lower spending on management, administrative and reactive maintenance.

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

8.2 FINANCIAL MODELLING AND ASSUMPTIONS

Most business plan modelling is done on such cashflows as it is from having a lack of cash that businesses cease trading or customers move to a new company. The FRS102 accounting rules and component accounting have reduced the usefulness of making the Income & Expenditure Statement a measure of liquidity and annual strength since large values of amortized HAG are treated as income whereas there is no cash and some pensions spend is excluded for the past service deficit. In addition, the main lender requires covenants to be neutral for the changes in accounting rules and with the favourable removal of most major repairs spending from the I&E, then the cashflow statement is much closer to the original bank covenants criteria.

Major repair component spending is recorded as increasing the fixed assets but with those replaced items being deducted using the historic cost that existed when first bought or built. This is how the items are recorded in the management accounts and the consistent approach is maintained.

The starting point for modelling major repairs is to use the 2017 JMP stock condition survey which was then subsequently smoothed out to eliminate peak spend years that would compromise lender covenants and in practice we need a smoother programme of activity and connecting together similar items of work to be carried out at the same which minimises disruption to our tenants. A new survey was commissioned for 2020 to follow a three-year cycle but Covid has delayed this to mid 2021.

The plan assume most of the costs are generally increasing by 3% and rents at 3.5%, producing £23 million of cash over the 30 years and taking the year 30 bank balance to £28 million. If the medium-term view is that Cassiltoun's inflation/activity rise of 3-8% is here to stay for a number of years, then this can easily be built into the model. Some sensitivity analysis modelling has been carried out and the conclusion is Cassiltoun can absorb a range of adverse factors.

The Barlia development programme Covid-19 delay will not have a material adverse impact on finances as prudently no loans have been drawn down yet and of course the delayed income is matched with no maintenance costs. The Castlemilk Drive delay has resulted in some recent increased costs from the business plan however Glasgow City Council has agreed to fund all of this via the HAG offer and hence the effect of the business plan is neutral.

The assumptions behind the plan should ideally be conservative as we would want to demonstrate that Cassiltoun can perform better and generate higher levels of cash in the business. However, the level of safety buffer has been reduced over the past few years with the main three areas being a higher void & bad debts assumption as described above, higher interest rate and maintaining £2million provision for Strathclyde pensions cessation.

Rental income is assumed to increase by 3.5% in each year being 0.5% above inflation. Void and bad debt loss starts at 1% each which is prudent and factors in some turbulence for the welfare reform changes and Covid-19. It increases to 2% each from 2025 to reflect future unknowns.

All costs rise by 3% and the starting point is our existing cost base or known budgets. The model could allow major repairs and some others to be increased at a different rate. In reality what we generally see is some costs increase materially, previously energy and raw materials, whereas others fall or rise by less, such as technology or some consultancy fees.

Cyclical costs are derived in part from the JMP report for internal and external decoration, gutter cleaning and legionella testing but then further includes Buchanan Lodge facilities management, CCTV and current gas servicing. Major repair costs had previously been temporarily reduced by £1.2m to allow a proportion of self-financing on both developments. A refreshed stock survey will be conducted in 2021 to take into account wear and tear, lower recent investment including 2020-21 plus any new pricing pressures as a result of Brexit and high demand following the sector catching up with investment work.

Salary and pensions include £164k in relation to past service deficit pension costs and staffing at current levels although this is to be reviewed in 2022. Pensions auto enrolment is included at almost full take up.

In year 2028/29 there is a £2 million one off expenditure provided for to cover a possible pensions deficit and withdrawal in the Strathclyde scheme. This arises from the GHA stock transfer and was built into the purchase price calculations at that time. Information has been received to say this will be below £1 million but retained at the upper level to provide global contingency.

Wider role activity includes £86k to cover the stables studio events and community (match) funding of projects that support the core business. It may not be possible to put on room based events during 2021 however grant funding for other activities is very likely.

Interest rate changes are protected with £3.1 million on a fixed rate and £7.9 million will be at variable rates at an average of 1.2%. The overall (weighted) average interest rate nudges down to 2.9%. The business plan assumes 4% rising to 4.5% by 2023/24 and a further increase to 5.2%. It assumes £5.0 million of CAF future borrowings will be variable at 2%.

8.3 INCOME AND EXPENDITURE AND BALANCE SHEET PROJECTIONS

As per the last few years all but one year of the I&E year shows a surplus because most major repairs spending is not shown here. The year with a deficit happens in 2028/29 being -£1.2m and this is because of the Strathclyde pensions liability explained above.

The balance sheet fixed assets edge upwards due to higher costing components replacing historical cost ones which were built or installed 10-40 years ago and because of the new build programme. Debtors and creditors increase just with inflation as it would be impossible to forecast specific amounts owed to Cassiltoun or invoices outstanding. Rent arrears are contained within debtors and the model assumes 2% are written off annually which is a prudent approach. This equates to £85k for year 1 compared to an actual amount of £20k.

8.4 LOAN COVENANTS

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

In 2019 the Financial Consultant provided independent assurance that the covenants are met providing costs are controlled. The single exception was an anomaly year surrounding Strathclyde pension cessation payment. This anomaly has now been agreed with the bank to exclude it from the year that it will happen within. However, we know that interest cover continues to be the most significant covenant to comply with such as in 2023/24 where major repairs plus cyclical maintenance is at the £2.0m level.

8.5 SCOTTISH HOUSING REGULATOR REVISED GUIDANCE AUGUST 2020

The Scottish Housing Regulator recently (August 2020) issued supplementary guidance to consider within business planning covering;

- What base assumptions need to be re-assessed or new assumptions required, such as slower completion rates for developments
- What additional or revised stress testing is needed with updated Bank of England inflation and base rate assumptions and how have the pressure points been affected

- What revised rent affordability assumptions need to be considered for the current year and beyond
- What impact will the cessation of relevant government financial support e.g. the furlough scheme, have in the short and medium term
- What additional pandemic related costs have arisen, both one-off and recurring
- The impact been on debt and covenant compliance, including the investment profile
- What is the longer-term impact on rent affordability
- What has been the impact of delayed committed and uncommitted development works and repairs, including contractor cost changes and contractor ability to deliver
- What new or revised contingencies may be required
- What different and/or new sensitivities are needed
- How to assess what would be reasonable to include in the revised worst-case scenario
- Have we considered and managed any potential impact on subsidiary companies and the impact for the overall group?

Each of these has been considered and for some the impact cannot yet be determined, such as one-off costs. The impact on tenants and the job retention scheme coming to an end in September 2021 is still to be determined but the business plan models voids and bad debts at various amounts between 2% - 4.5% when historically these have been only 0.7% (£30k)

8.6 SCENARIO PLANNING

The model allows changes in assumptions to be easily quantified and the outcome of these are summarised in the table below.

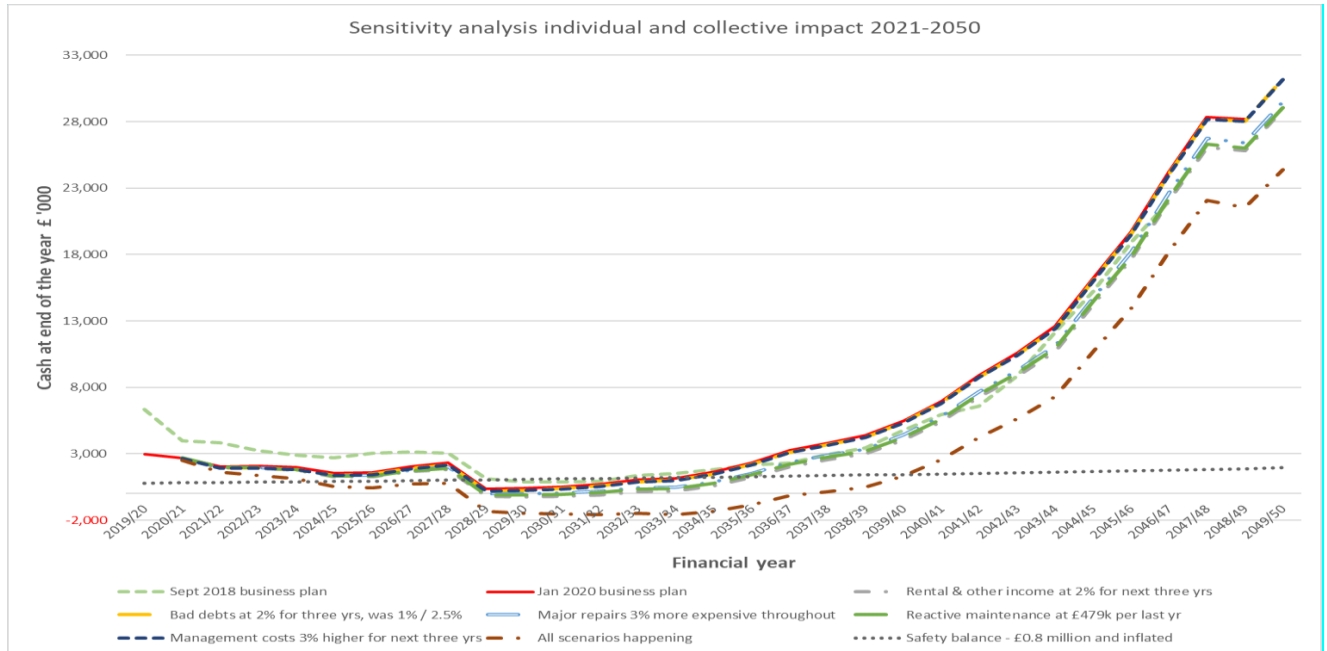
| Sensitivity factor | Decrease to the final cash balance | Lowest cash amount |
|------------------------------------------------------------------------------------------|------------------------------------|--------------------|
| Baseline assumptions | - | £0.4m |
| Rental income restricted to 2% over next three years (i.e. below our business inflation) | £2.4m lower | £ (0.2) m |
| Bad debts at 2% for next three years | £0.2m lower | £0.2m |
| Major repairs 3% more expensive over thirty-year duration | £1.8m lower | £0 |
| Reactive maintenance costs starting at last year's £479k outcome | £2.2m lower | £ (0.1) m |
| Management costs 3% higher over next three years | £0.2m lower | £0.2m |
| All above adverse scenarios happening | £6.8m lower | £ (1.6) m |

Further sensitivities were carried out on two more areas but not yet incorporated into the graphs.

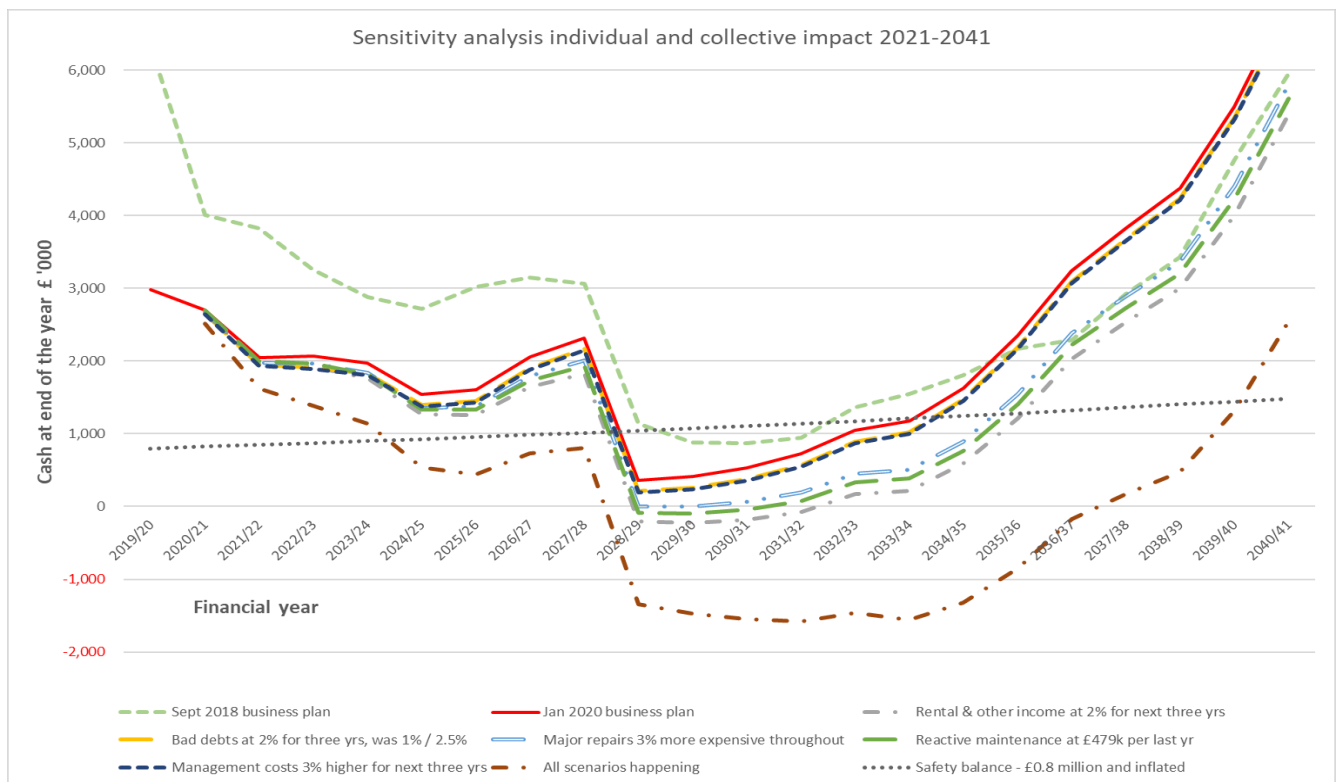
| Sensitivity factor | Decrease to final cash |
|-------------------------------------------------------------------------------------------------------------------------|------------------------|
| Rental income restricted to 1% over 2022-2025 | £5.2m lower |
| Major repairs and reactive maintenance 5% more expensive over 2022-2025 (therefore resets to original year 2026 prices) | £0.1m lower |

It can be seen therefore that Cassiltoun continues to be very sensitive to a small change in rental income whereas major repairs could increase for all thirty years by 6% (inflation + 3%) and have just a £1.8 million impact.

The sensitivities can be graphed together which is shown below where the bank balance would be in negative territory.



The graph below is an extract of the next 20 years where the pinch points and cash balances are most acute.



Over 30 years £23 million of cash is generated based on the current assumptions. This demonstrates long term viability although risk is increased as the interest cover covenant is more volatile and major repairs spending has been reduced as well as smoothed. The business plan helps frame the rent increase consultation each year and the capacity for new build construction.

The impact of Covid-19 has been recognised with a bad debt (arrears) assumption much higher than has been incurred in previous years and that a number of one-off higher costs are offset against £60k furlough income and lower spending on other areas. It is too early to assess the long-term impact of new working methods on contractors and to what extent digitisation will be enhanced to provide new or existing services. The extra community and tenant support that has been needed has been significantly helped with grant funding.

SECTION 9 - VALUE FOR MONEY AND BENCHMARKING

9.1 - VALUE FOR MONEY

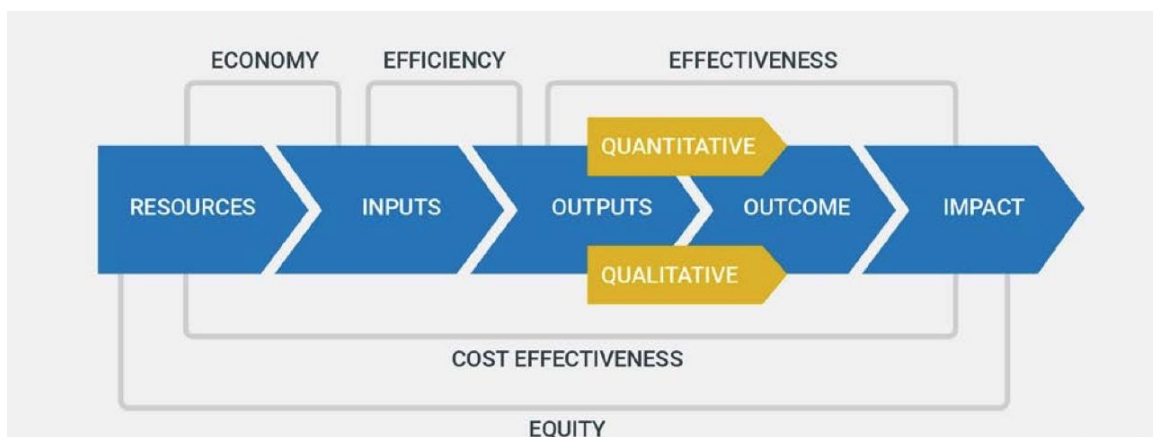
Cassiltoun already believe that Value for Money is embedded into our business operations. During 2021 -2022 we will work with our tenants to review our Value for Money policy. At Cassiltoun we focus on the 4 E's:

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

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

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

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



Cassiltoun currently defines Value for Money as: -

- Delivering maximum value while minimising cost.

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

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

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

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

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

9.2 - SECTOR BENCHMARKING

| | Staff Costs 2020/21 | | | |
|---------------|----------------------|--------------------------|----------------|-----------------------------|
| Landlord | Self-Contained Units | Office based staff (FTE) | Unit per staff | Employee costs per unit (£) |
| Cassiltoun | 1080 | 28 | 38.7 | 894.36 |
| Ardenglen HA | 982 | 18 | 54.6 | 604.66 |
| Prospect HA | 882 | 28 | 31.5 | 1022.15 |
| Osprey HA | 1045 | 26 | 40.2 | 893.79 |
| Lighthouse HA | 1168 | 34 | 34.4 | 914.37 |

| | Tenant Satisfaction 2019/20* | | | |
|---------------|------------------------------|----------------------------|------------------------------------------|-----------------------------------------------|
| Landlord | Self-Contained Units | Overall service provided % | Landlord good at keeping them informed % | Satisfied with opportunities to participate % |
| Cassiltoun | 945 | 91.3 | 99.5 | 99.8 |
| Ardenglen HA | 982 | 94.5 | 99.0 | 99.5 |
| Prospect HA | 882 | 91.5 | 98.2 | 96.2 |
| Osprey HA | 1045 | 94.3 | 96.8 | 87.8 |
| Lighthouse HA | 1168 | 92.0 | 95.5 | 95.2 |

| | Quality & Maintenance of Homes 2019/20* | | | |
|--------------|-----------------------------------------|--------------------------------------------------|-----------------------------------------------------|---------------------------------------|
| Landlord | Homes that meet (SQHS) Standard (%) | Time taken to complete emergency repairs (hours) | Time taken to complete non-emergency repairs (days) | Reactive repairs Right First Time (%) |
| Cassiltoun | 99.3 | 2.1 | 3.5 | 97.9 |
| Ardenglen HA | 100.0 | 2.2 | 4.7 | 95.4 |
| Prospect HA | 99.8 | 2.1 | 2.7 | 96.0 |
| Osprey HA | 99.7 | 2.2 | 7.7 | 94.7 |
| Linthouse HA | 70.6 | 2.5 | 4.8 | 91.0 |

| | Value for Money 2019/20* | | | |
|--------------|--------------------------|--------------------------|----------------------------------|-----------------------------|
| Landlord | Self-Contained Units | Total Rent Collected (%) | Rent Collected – Empty homes (%) | Time to re-let homes (days) |
| Cassiltoun | 975 | 98.7 | 0.2 | 8.8 |
| Ardenglen HA | 982 | 97.8 | 0.2 | 8.6 |
| Prospect HA | 882 | 99.8 | 0.2 | 12.3 |
| Osprey HA | 1045 | 99.5 | 0.4 | 16.7 |
| Linthouse HA | 1168 | 99.7 | 0.6 | 18.3 |

**figures for 2020/21 have not yet been published on the SHR website at the time of writing*

SECTION 10 - MONITORING AUDIT & REVIEW

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

10.1 - PERFORMANCE MANAGEMENT

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

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

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

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

2021 – 2022 KPI's for the Association is at Appendix 8.

SECTION 11 - THE NEXT 3 YEARS FOR THE CASSILTOUN GROUP

11.1 - HOUSING DEVELOPMENT

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

Our Development plan can be found in Appendix 9

11.2 - A NEW SOCIAL ENTERPRISE

In the next 3- 5 years we plan to create a new Social Enterprise subsidiary “Cassiltoun Environmental Services”. This will improve value for money by delivering services differently in the future and by offering further opportunities to improve jobs, training and development for local people. We have already completed a feasibility and business plan however in 2020-2021 we have ‘paused’ our plans due to the need to focus on core business activities and our response to Covid-19.

11.3 - A NEW SOCIAL ENTERPRISE CENTRE

As part of our ongoing Social Enterprise development and to maximise the opportunities for local people we are proposing the development of a new Social Enterprise and Wellbeing Centre on land adjacent to the Stables. This will offer space for our social enterprises to grow and develop as well as providing more local jobs and opportunities to deliver programmes that would assist to tackle local inequalities. This project is dependent on securing external capital grant funding.

11.4 - FOCUS ON EQUALITY AND DIVERSITY

We have recently rolled out training to our staff around unconscious bias. Over the next three years we will progress with our plans to develop an equality and diversity action plan which will ensure that we are more proactive with our approach to creating opportunities for all and ensuring that our Business reflects every sector of society.

11.5 - DIGITAL TRANSFORMATION

Over the next 3 years the staff and Board will review our process and make recommendation about what areas could benefit from moving to more digital based platforms.

11.6 - SUCCESSION PLANNING AND FINALISING STAFF STRUCTURE

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

In 2017, we completed a 5-year staff succession plan to allow the Board to assess the future service, career development and aspirations of the staff team. We anticipate refreshing the document in 2022. Some staff were placed on temporary contracts or responsibility payments as part of the CEO's transition into her new role. This was due to be assessed in the current financial year. However due to Covid-19 it was agreed to defer this to 2021-2022.

We will also complete a review of our Board succession planning, creating a new policy and look ahead and plan for our business needs in relation to the membership of our Board, subsidiaries and sub-committees and office bearers

11.7 - BUSINESS RECOVERY POST COVID-19

At the time of writing the threat of Covid-19 has not completely abated and there remains the risks of new outbreaks and further 'lockdowns'. The economic impact is still to be determined.

A clearer picture will emerge as the 2021- 2022 year progresses with the completion of the vaccine rollout, opening up of society and the impact of any new mutations of the virus. We are confident that our systems and process mean that key areas such as governance, staffing resources and financial controls and management are all operating effectively but we are undertaking a review of our Business Continuity Plan.

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

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

Asset Management We are in discussions with our contractor, City Building, about a timetable for returning to a full **reactive repairs** service and we will work with them to determine a process that will mean that outstanding repairs are dealt with in the most effective way.

We are confident we can begin to deliver our **planned investment programme** in 2021-2022 and that we can complete the stock conditions survey which will be used to review our future programme and we will consider potential delays and Covid-19 risks when considering our timetable. The brief for the Stock Condition survey includes that the stock is assessed against the SHQS to ensure ongoing compliance and also EESSH (SAP ratings and EPC's are provided).

The Investment programme for 2021/22 has been designed to ensure that we meet the requirements for the Fire and Carbon Monoxide Detector Standard. We also have a programme of electrical checks as part of the cyclical maintenance programme and ensure that we are complying with our regulatory and legislative duties.

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

Development Plans. We are currently on site with our Castlemilk Drive development to create 60 new homes in Castlemilk. We have sufficient resources in place to undertake this new project as we secured lending from CAF bank, good levels for funding from Glasgow City Council and we are also utilising some of our cash reserves. We are also in discussions with regards to developing a further site but plans for that are ‘on hold’ and pending further discussion with Glasgow City Council with regards to land acquisition, tenure mix and funding.

Seeking efficiencies and value for money. We will ensure that we scrutinise our costs, reduce discretionary spend and seek efficiencies where we can. However, this must be balanced with continuing to provide a high-quality service to our tenants and wider community, having the staff in post to deliver essential service and supporting and training staff, ensuring that adequate health and safety measures are in place and continuing to deliver on our major business aspirations. We will review our Value for Money strategy by the end of 2021-2022.

Consulting with stakeholders. We have maintained our levels of consultation with many of our external stakeholders including our lenders and strategic partners and some of our tenant groups. Over the next 6-18 months we hope to be able to have more ‘in person’ engagements and continue to create virtual platforms for our tenants and service users to engage with us.

Post-pandemic operations. We will consult with our tenants, Board and staff about how our services will be delivered once all the restrictions are lifted. We want to ensure that we don’t assume that a return to ‘business as usual’ is what is needed or wanted by our stakeholders. It will be important to recognise that services could be delivered differently due to people’s expectations or needs changing as a result of changes that have occurred due to the pandemic.

SECTION 12 - APPENDICES

- Appendix 1 – Cassiltoun Trust Business Plan
- Appendix 2 – Cassiltoun Stables Nursery Business Plan
- Appendix 3 – Board Members details
- Appendix 4 – Risk Register
- Appendix 5 – Community Development Strategy 2021/22
- Appendix 6 – Internal Audit Plan 2021/22
- Appendix 7 – 30 Year Financial Plans
- Appendix 8 – KPI’s
- Appendix 9 – Development Plan 2020 update