



Cassiltoun Group

annual report and accounts 2015 • 2016

tenants' charter report card 2016

Chair's Foreword and Introduction

It gives me real pleasure to introduce this year's annual report, which I hope you find informative and interesting.

As with previous years, this year has been busy with the Association and our subsidiary companies achieving their main objectives and contributing to the local community through a wide range of diverse services.

The Board has set out in our planning framework the challenges, risks and opportunities that we will deal with in the years ahead. As a Board, we are committed to creating opportunities and making things happen by using our resources to the best of our ability.

I believe we demonstrate this regularly in our work and I hope that this Annual Report, which includes our Tenants Charter Report Card, provides examples of our work, performance and progress.

Looking ahead, I am pleased to report that the Association is considering options to develop new houses in the future. We currently own a number of sites and have submitted ambitious plans with



Glasgow City Council to build 116 new houses between October 2017 and October 2020. We also intend to carry out further feasibility studies to explore opportunities for new housing in other local sites.

This is extremely important locally to help reduce the housing need of our tenants, waiting list applicants and to assist with rehousing homeless people.

I would like to thank my fellow board members from the Cassiltoun Group, who have undertaken training and appraisals this year to help us improve our governance. Board members are volunteers and give up their time willingly for the better of our local community and without them we simply would not exist as we do, **so thank you for your support and commitment.**

As a Gold Standard IIP organisation, our staff team continue to deliver a high standard of service with evidence of performance improvement, excellent attendance at work and our customer satisfaction ratings remain high.

A highly motivated and well trained staff team is essential to this organisation achieving its goals and I am pleased to report that our staff team support the Board to deliver our objectives.

Our objectives are highlighted within this report, however we are an organisation that believes passionately about "opportunity" and therefore this

year we are highlighting the various opportunities that people have to improve their lives as a result of our work.

I hope you enjoy reading the Annual rReport. In the following pages, our Chief Executive Officer Charlie Millar will outline our performance achievements and expand on why opportunity remains as relevant today as it did when this organisation was established 32 years ago.

Anna Stuart MBE

Chair Cassiltoun Housing Association

Chair Cassiltoun Trust



Principal Activities

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

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

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

The table below shows the property we own:

Managed Property Numbers	2016	2015
Tenanted Property	988	988
Shared Ownership Properties	4	5
Buchanan Lodge Residential Home	40	40
Total	1,032	1,033

Board Appraisals

As part of our commitment to continuous improvement, appraisals for all board members of the Cassiltoun Group was carried out during 2015/16.

We do this to ensure that the Board has the range of skills and experience required to carry out the Cassiltoun Group's business effectively.

By carrying out board appraisals, we aim to achieve the following:

1. to review the contribution of individual board members
2. to review the effectiveness of board relationships and its role as a team
3. to monitor changes within the Board and how it is responding to external influences
4. to assess the effectiveness of board processes
5. to contribute to board training and development plans
6. to ensure a balance of skills, experience and disciplines are maintained



AGM 2016

Chief Executive Officer's Report

Cassiltoun Housing Association has built on the previous year's performance by achieving what we set out to do.

We have a robust planning, monitoring and review system in place which assists us in delivering this. Our strategic and operational objectives were delivered and reviewed by the Senior Management Team and our Board.



CEO Charlie Millar with children graduating from the Stables Nursery

This year's Annual Report has been combined with our "Tenants Report Card" and gives us the opportunity to demonstrate our performance whilst explaining how we operate across the Group.

Areas of our performance which are worthy of note are our:

- Void performance
- Arrears performance
- Improved tenancy sustainment
- Tenants satisfied with their new home
- Percentage of tenants satisfied with repairs service
- Time taken to respond to emergency and routine repairs.

(Full details can be read within the Charter Report Card section)

Of course much of the work we do goes beyond our landlord responsibilities. We play a pivotal role in the local community supported by our two subsidiary businesses Cassiltoun Trust and Cassiltoun Stables Nursery. Excellent summary information about our subsidiary businesses can be read in this report.

At the start of 2015/16 the Scottish Housing Regulator placed Cassiltoun Housing Association in medium

engagement to seek assurance about the governance arrangements and financial capacity of our subsidiary business. I am pleased to report that the SHR gained sufficient assurance during 2015/16 and the medium engagement in these areas came to an end.

Cassiltoun achieves many things but not in isolation and I would like to thank our funders, partners, tenants, owners and volunteers. I would also like to thank our Board, and staff team for their hard work throughout the year.

Today we offer many opportunities for the local community and in this year's report we are highlighting those opportunities.



I would like to offer my congratulations to our Chair, Anna Stuart MBE on receiving the inaugural Mary Barbour Award, which we have featured on the front cover.

To find out more about the role Mary Barbour played in Glasgow's housing history, visit the news section of our website www.cassiltoun.org.uk/news.

This award is in recognition of women who have campaigned for improved social conditions for ordinary people and I can't think of a more deserving winner than Anna.

Anna has dedicated 35 years of her life campaigning for better housing, environmental improvements, social and economic opportunities for Castlemilk residents.

More than ever our role as a diverse social enterprise seeking out new opportunities, remains relevant. We have a strong legacy in place and if we are to continue, our future planning must benefit our stakeholders, particularly our local tenants and people who live in this community.

Charlie Millar

Chief Executive Officer



Patrick Harvie MSP, Leader of the Scottish Green Party and Andy Wightman MSP, Scottish Green Party, with children from the Stables Nursery



Anna Stuart MBE, with one of the Stables Nursery's youngest children

CEO Charlie Millar meets with Castlemilk Volunteers



Kezia Dugdale, Leader of the Scottish Labour Party with Stables Studio participants

Strategic and Operational Objectives

Strategic Objectives

Ensure that our rents remain affordable, maintain a stock base sufficient to achieve economies of scale and deliver effective services in a cost efficient way.	Maintain the high quality of our housing and service provision, ensuring the comfort of tenants and the protection of investment.	Contribute to the wellbeing of the local community by working with tenants, residents, partners and funders to develop initiatives that promote regeneration and increased levels of inclusion.	Ensure that the work of the Cassiltoun Group is supported by good governance, effective financial, management and regulatory compliance and robust administrative and HR systems.	Ensure we attract and retain highly skilled and knowledgeable staff and Board members. Develop our staff and Board members through education, training and coaching.
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Operational Objectives • 2016 to 2017

- 1 To continue to recruit new board members to assist with the strategic leadership and direction of the Association.
- 2 To support our Board of Management's agreed training and learning plan.
- 3 To maintain performance across the KPI's set out in the Internal Management Plan, Operational Service Plan and Advice Team Service Plan
- 4 To ensure that we deliver the objectives set in the Asset Management Plan and effectively deliver our 2016/17 major repair improvement plans.
- 5 Continue to maintain the effectiveness of our Reactive, Cyclical and Environmental contracts.
- 6 To support our Social Enterprise Subsidiary "Stables Nursery" business in its fourth year of operation.
- 7 To ensure that the Association's Welfare Reform mitigation plans are effective and that we remain flexible in our approach to managing the full range of welfare changes.
- 8 To support Cassiltoun Trust achieve its objectives including an options appraisal of the heating system at the Stables.
- 9 To meet existing funders expectations and continue to seek other opportunities to continue with non-housing regeneration plans.
- 10 To deliver the Castlemilk Park Events programme in 2016/17 and to progress with the ongoing regeneration of the park.
- 11 To take forward the plans outlined in the housing development feasibility report, (dated January 2016) for the Church site, Labour Club site and Local Repairs Office site.
- 12 To complete a full energy efficiency survey to support the Association's EESSH plans.
- 13 To achieve "Healthy Working Lives" Gold Award in 2016.
- 14 To make preparations for the introduction of the Housing (Scotland) Act 2014 once the timetable for implementation is known.
- 15 To complete a comprehensive stock condition survey by the autumn of 2016.
- 16 By October complete the 2016 Tenant Satisfaction survey.

Our Mission Statement

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

Operational Review

Corporate Governance

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

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

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

Going Concern

The Board of Management has reviewed the results for this year and the projections for the next 5 years. The Board is assured that the Association has adequate resources to continue in operational existence for the foreseeable future. Thus the going concern basis of accounting is adopted in preparing the financial statements.

Performance Management

During 2015/16, the Association demonstrated continuous improvement in many areas of our performance and excellent signs of stability in others underpinned by a planning framework. All our staff take part in the business review sessions during our annual review day when we sign off the 3 year Internal Management Plan and 30 year Business Plan. This is supported by the use of clear planning tools such as SMART Planning, the Operational Service Plan, Advice Team Service Plan, the Asset Management Plan and the Association's Financial Business Plans.

The Association produced its second Tenants Charter Report Card in October 2015, which outlined our charter performance and how we benchmark locally and against the Scottish average. Furthermore, areas that require action for improvement have been identified and published.

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

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



Mr Watson, overall winner of 2015/16 Garden Competition with Housing Officer, James Wilson



Dr Aileen McLeod, former Minister for Environment, Climate Change and Land Reform with Cassiltoun Housing Association Board members



Best use of resources

The Association remains a Gold Standard Investors in People organisation and we completed a review in June 2015 of our Values, Vision and Mission. Our ongoing performance, future improvements and strong customer focus depends on a highly motivated and well trained staff team and we believe our performance, high levels of tenant satisfaction and attendance management demonstrates this. Investment in our staff team is critical to our success.

The Senior Management Team, as part of the Investors in People recommendation, successfully completed their Leadership and Development training through the Institute of Leadership Management (ILM Level 5).

The procurement of our reactive repairs, via partnership working with one main contractor, has been successful for the sixth year in succession. Tenant satisfaction levels are consistently high with performance levels between 99% and 100% regularly achieved. Tenants continue to play a vital role in monitoring this performance.

During the year, we completed 2,899 repairs, a decrease of 1,004 from the year prior. The table below summarises our targets, repair type and performance.

Void management performance again improved from last year. The Association set a target of lower than

Category	Target	Number	Completed on time	% Completed within time
Emergency	6 hours	410	409	99.8%
Urgent and Routine	3 days/ 10 days	2,489	2,489	100%

£12k for rent lost through voids and £6k was achieved (0.15%) demonstrating our commitment to business efficiency. The Association is aware that having a strong base will help us mitigate the ongoing impact of Welfare Reform. Our business planning assumption for voids is very conservative at 2%.

The Association's arrears management faced a number of external challenges, however performance managed to be better than our target. We believe that our planned approach to the risks surrounding rental income and arrears levels is being controlled and managed effectively.

Budget target was 3.5%

Performance was 2.2%

The Association prioritised the continued risks associated with Welfare Reform by increasing staffing resources to assist tenants and to cope with the associated additional workload. We believe our approach has helped to maintain good performance and mitigate this risk.

Following on from previous years, we believe that sustained performance has been achieved against a backdrop of business growth and a demanding policy context. The current economic downturn has continued to focus the Board's attention on achieving better value for money and greater efficiencies. This is

supported by continuous monitoring to ensure that our key targets are met and also to allow us to take corrective action should the Association encounter unplanned trends or changes that may adversely affect it.

The Association's overall performance demonstrates that the Board has a successful strategy in place to achieve its aims and it continues to prepare for any future impact and risks that Welfare changes will have on our business.

We will continue to support tenants throughout the roll-out of Universal Credit to help minimise risks for tenants and the Association. Our Welfare and Money Advice Team has been in place from April 2014 and has made significant progress assisting tenants to maximise their benefits and manage debts and costs more effectively. The benefit of this to the Association is directly translated into lower arrears over the past two years and more staff time to devote to service delivery.

Like every other Housing Association and local authority with housing stock, the Association has ensured that its properties meet the "Scottish Housing Quality Standard" in advance of the 2016 deadline. This was independently verified and is excellent news for our tenants and for our long term financial forecasting.



Regeneration Activities: Providing opportunities for local people

Over the past year, Cassiltoun has received almost £300,000 of funding to continue with its Regeneration programme.

Cassiltoun's Regeneration focus is on providing a range of opportunities for local people that will lead to improvements in both their quality of life and their aspirations.

Over the next few pages, you will learn more about our ongoing activities in the award winning Castlemilk Park, which has become a valuable asset for the whole community; the work of our new Community Development Officer who has been engaging with a wider range of our tenants; the services provided in the Stables by our Money Advice team and Stables Studio

as well as our Employment and Community Event Programmes.

Employment Opportunities

This year, we have continued to work with our contractors, local schools, the Jobcentre and the Communities Jobs Fund to provide training and job placements for local people as well as opportunities for graduates to get practical work experience. Working with us this year, we have had graduates from the Glasgow School of Art (filmmaking) and Strathclyde University (Environmental Studies). We were also awarded the Business Enterprise Champion award for our work with students from the local high school.

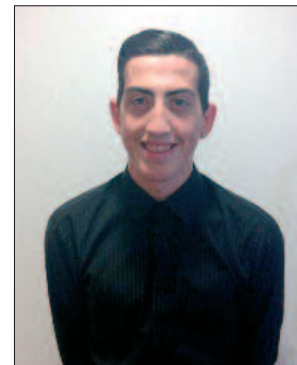
Our Community Jobs Scotland placements have either

gone into further training, apprenticeships, other employment or have had contracts extended by the Cassiltoun Group.

Cassiltoun Trust have continued to deliver their successful 'Paths to Employment' programme in the local woodlands which last year saw its first paid trainees and its 100th volunteer trainee.

Opportunities to improve confidence and financial capability

The Money Advice Team have been working hard to ensure that our tenants claim all the benefits to which they are entitled and that they have assistance to manage their debts and budget effectively.



Last year they increased tenants benefits by £700,000 and managed £184,000 of debt.

The team have also been helping local people to access a range of opportunities to get better value for their money. This has included helping people to get:

- Affordable contents insurance.
- Bank accounts so that people can access cheaper direct debit options
- Fuel switching for better deals on gas and electricity.

They have also been working with other partners such as the Jobcentre, Jobs and Business Glasgow and Kelvin College to deliver a range of training courses that give local people the opportunity to improve their skills. This has included:

- GOALS training
- IT training
- CV/Job search skills

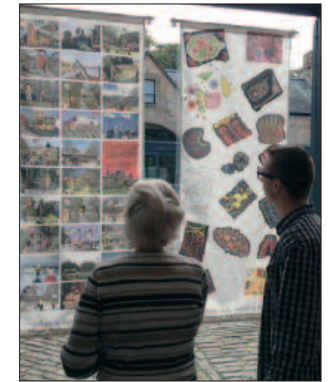
They have also sought out opportunities to work in partnership with other organisations to help tenants that are in difficulty. This has included the local foodbank, furniture projects and organisations that provide low cost paint, carpets and household starter packs.

Opportunities for social interaction and engagement

Like previous years, Cassiltoun have delivered a number of community events and activities in the Woodlands, in the Stables building and trips away.

Our events have included:

- Family Fun days in Easter and the Summer
- Children's Summer trip
- Over 40's Summer trip
- Family trip to the SECC Panto



Our Stables Studio art programme has continued to provide a valued service to the over 50s in the local area and this year they developed a programme of inspirational visits. The Studio members organised trips to: Kelvingrove Art Gallery, the Transport Museum, Glasgow Museum Resource centre and even Ikea. As part of an exhibition that they were creating, they were inspired by the work of Ursula Keller a German artist. She heard of their interest and whilst visiting the UK she came out to visit the Studio.



Missed Opportunities? Castlemilk Park Update



Back in 2010, Cassiltoun Housing Association started the Castlemilk Park Project and formed the Castlemilk Park Partnership with the mission that “Castlemilk Park becomes a local resource that brings significant environmental, community and economic benefit to Castlemilk”. In 2011, Cassiltoun employed a Community Woodland Officer and in 2012 secured funding to deliver an Employability Project in the park.

It is now 5 years since Cassiltoun first employed a Community Woodland Officer and to date we have delivered over 873 free events or activities, enjoyed by over 17,590 people. Over the past year, we have delivered over 187 events and activities, enjoyed by over 4551 people. History and heritage featured



strongly throughout the year, our exhibition in the community section of the Kelvingrove Museum and Art Gallery continued to be displayed through the spring and summer months and our history group continue to make new discoveries and share these with the local community.

New for 2015 was our pumpkin festival. A five day festival where over 900 people attended. Over 300 pumpkins were carved by the local community, along with creating pumpkin leaf art, making pumpkin soup, storytelling for pre-school children, a viewing of the carved pumpkins lit for the first time with a Halloween spooky walk to end the festival. Looking forward, this event will continue to grow and provide more opportunities to discover the spooky side of Castlemilk Park.



We have continued to deliver Branching Out, an innovative mental health programme (in partnership with the Forestry Commission Scotland), 25 evening health walks, 12 cup of tea in the parks and 12 photo walks. These photo walks resulted in our first photography exhibition called TREEmendous which was opened by local MP Stewart McDonald (see photo on page 12). This exhibition highlights the beauty of Castlemilk Park and the transformation that has taken place over the past 6 years.

We are delighted that in Spring 2016, the Castlemilk Park Project won the inaugural Horticulture Week Custodian Awards for the Best Amenity Woodland / Forest Initiative. Who knows what opportunities will arise for Castlemilk Park in 2016/17, but the one thing you can be sure of is that Cassiltoun will maximize them, not miss them!

Paths to Employment

Our Employability Project is now in its fourth year and continues to make significant improvements within Castlemilk Park. During the year, the project provided the opportunity for 30 local unemployed people to gain new skills and qualifications as part of an 8 week training project. A new opportunity for 2015-16 was the creation of three paid six month positions with additional training and qualifications in brushcutting, chainsaw and pesticides.

To date, over 100 people have participated in the project with many commenting that the project has been an important part of their development and for many it has led to employment or higher education. With funding confirmed for 2016-17, our employability project will continue to provide vital opportunities for local unemployed people to take the next steps toward their career aspiration.





Increased opportunities to engage and participate

Last year we were given a grant from the Scottish Government 'People and Communities Fund' to recruit a Community Development Officer to help us to continue our work of engagement with local tenants and residents and identifying community aspirations.

Since starting in December, the Community Development Officer, Paddy, has been busy meeting new people and engaging with local projects and initiatives. She has also been listening and responding to the views of local people about what they would like to see in their community and has been working alongside them to try and make them happen.

Due to her ongoing work promoting ways of contributing to the Association, we now have two new members of the Estate Action Group and Focus Group. Paddy also discovered that many people did want to

have their say in the Association, however were unable to attend meetings for a variety of reasons. In order to expand the opportunity for participation, we have developed our 'Armchair Group' whereby tenants are asked to respond to surveys or give their ideas from the comfort of their own home.

Another new group is our active 'Youth Meet-Up' group. This group for 16-25 year olds meets weekly to discuss and develop opportunities and are encouraged to act on their passions and ideas. The group attended a national 'Young People Taking the Lead' conference where they met other young people from across Scotland in various workshops, and heard inspirational speakers voice what has led them to seek out opportunities in their own lives.

The group have volunteered and played an active role in some of our community events. They have planned

and organised a youth event to 'Go Ape' and delivered (from buying the ingredients, baking the cakes and manning the stand) a hugely successful Macmillan Coffee Morning and are working hard to secure funding for a Christmas Event for youth.

The Youth Meet-up group are now using their experience to work towards a Community Achievement Award and have already achieved various Saltire Awards, which are a national awarding agency that recognises and celebrates youth volunteering. They provide a fantastic role model for other young people in the community.

Paddy has also been busy delivering our community gardening programme. This provides adults with the opportunity to meet new people, get some exercise as well as the opportunity to grow their own food.

The garden is also used by the children attending Cassiltoun Stables Nursery who have been out each



week learning how to grow food and becoming more confident in trying new foods.

The opportunities that exist in this green and peaceful space are diverse, from growing fruit and vegetables, trying new recipes, to socialising and sharing skills.

Paddy is continuing to work with one of our areas with regards to their streetscape, a small greenspace and neglected play area.

We undertook an extensive community consultation in the area and gathered the views of people that live there. In response to their suggestions we delivered a children's Summer programme in the green space. We are continuing to explore how we can deliver other outcomes of the consultation process.



Other areas

Business Continuity Plan

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

In recent years, the Board became more concerned over business interruption and service delivery during severe winter weather and heavy snow. One 4x4 vehicle is owned by the Association which can operate safely in bad weather and allow the office to be kept open.

Performance Review

The Board carries out two major strategic performance reviews each year to ensure that our Strategic and Operational Objectives are carefully monitored. The Association uses a traffic light monitoring system to quickly identify that a set objective may not be achieved. At the end of the year we were pleased that 14 of our 15 objectives were achieved or making considerable progress towards completion with one objective not being met due to external factors.

Policies and Procedures

The Board approves policy and procedures on a 3 year rolling basis unless changes in guidance or legislation enforce earlier reviews. The Association has over 70 different policies and procedures that provide the

necessary guidance on how it runs and manages its business.

Credit Payment Policy

The Association's policy concerning the payment of its trade creditors complies with the Confederation of British Industry guidelines. The average payment period is 20 days from receipt of invoice via a weekly payment run. The target set is within 22 days.

Rental Income

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

Budgetary Process

Each year the Board of Management approves the annual budget and rolling five-year strategic plan. Key risk areas are identified. Performance is monitored and relevant action taken throughout the year through monthly reporting to the Senior Management Team to the Board. Variations from the budget are explained and updated forecasts are prepared together with information on key risk areas. Approval procedures are in place in respect of major areas of risk such as major

contract tenders, expenditure and treasury management.

Treasury Management

The Association has an active treasury management function, which operates in accordance with the Treasury Management Policy. In this way the Association manages its borrowing arrangements to ensure that it is always in a position to meet its financial obligations as they fall due. Excess balances are placed on short term deposits between 1-18 months.

The Association, as a matter of policy, does not enter into transactions of a speculative nature. At March 2016, the Association continued to have a mix of 54% long term fixed and 46% variable rate loan finance.

Quality and Integrity of Personnel

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

Tenants' Charter Report Card 2016

Introduction

Fiona McGowan, Director of Operations, Cassiltoun Housing Association



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

The Cassiltoun Standard

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

I am delighted that the information contained within this report, illustrates that our performance for the financial year 2015/16 has again proved to be excellent and shows improvements on our 2014/15 performance. We know that our performance compares favourably against the Scottish Average and also that of neighbouring Housing Associations which we will demonstrate throughout this report.



Homes and Rents

Value for Money

The tables show the average rent increase and average rents compared to the Scottish Average and some locally based Housing Associations. As you can see, although Cassiltoun's rent increase was slightly above the Scottish Average, our weekly rents compare very favourably against the Scottish Average and that of our neighbouring Housing Associations.

In the summer of 2013, an independent tenant satisfaction survey was carried out in line with the Scottish Housing Regulator's Guidance in which 75.5% of our tenants felt that the rent for their property represents good value for money.

It is vitally important for the Association to collect as much of the rental income that is due as is possible. This is done through rent management (collecting rents and reducing arrears) and void management (letting empty properties as quickly as possible). The total rent due to Cassiltoun Housing Association for the year was **£3,615,819** of which we collected **100.06%** compared to the Scottish Average of **99.5%**. We receive housing cost direct (Housing Benefit) for 726 households which equates to a value of **£2,130,280**.

As you can see, Cassiltoun's performance benchmarks strongly against the Scottish Average and our neighbouring Associations. However, we wrote off a total of **£19,929** in former tenant arrears as we were unable to recoup this money.

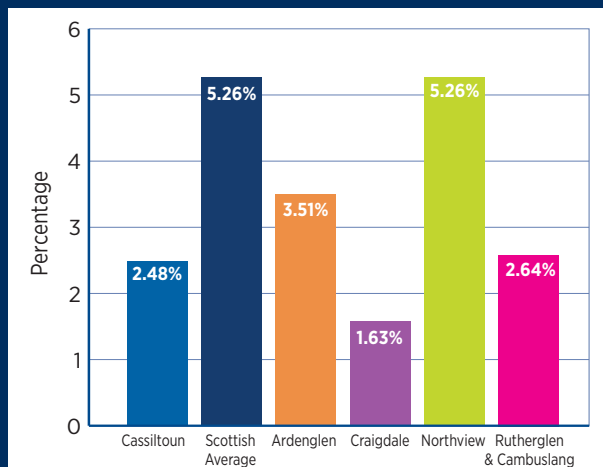
2015/16 Rent Increase

Cassiltoun	Scottish Average	Ardenglen	Craigdale	Northview	Rutherglen & Cambuslang
2.5%	1.88%	1.5%	1.8%	3.8%	2.0%

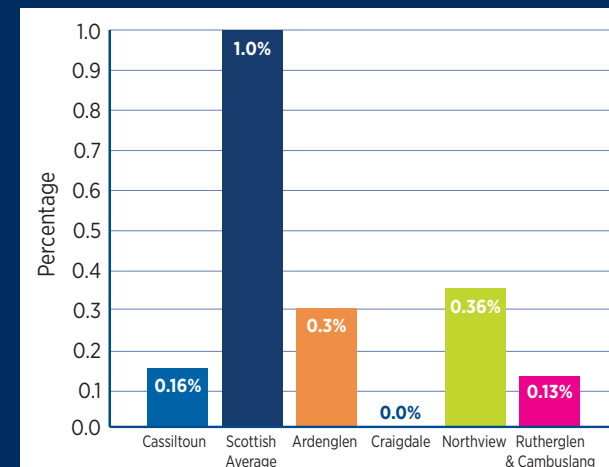
Average Weekly Rents

Size of home	Cassiltoun	Scottish Average	Ardenglen	Craigdale	Northview	Rutherglen & Cambuslang
2 Apartment	£65.08	£70.39	£65.10	£64.41	£60.82	£53.56
3 Apartment	£66.93	£71.55	£71.42	£68.67	£75.97	£72.38
4 Apartment	£76.09	£77.60	£79.79	£77.76	£84.32	£87.16
5 Apartment +	£88.78	£85.98	£90.81	£81.07	£94.09	£109.83

Total Rent Arrears



Void Loss



Quality and Maintenance of Homes

Key Points:



1.9 hours was the average time taken to complete emergency repairs compared to the **Scottish average of 5.1 hours**. This is a fantastic performance and a credit to the partnership working between the Association and our Reactive Repairs contractor City Building LLP.



3.4 days was the average time taken to complete non-emergency repairs compared to the **Scottish average of 7.5 days**.



94.3% of reactive repairs were completed 'right first time' (a new key performance indicator introduced by the Scottish Housing Regulator) compared to the **Scottish average of 91.3%**.



95.2% of reactive repairs appointments were kept compared to the **Scottish average of 94.4%**.



99.2% of tenants who had repairs or maintenance carried out were satisfied with the service they receive compared to the **Scottish average of 89.9%**.



100% of properties with a gas safety certificate renewed by the anniversary date compared to the **Scottish average of 99.75%**.









99.8% of Cassiltoun's homes met the Scottish Housing Quality Standard compared to the **Scottish average of 92.8%**.

Tenant Satisfaction

During the summer of 2013, an independent Tenant Satisfaction Survey was carried out in line with Scottish Housing Regulator's Guidance and achieved a 40% response rate. We were delighted with the results which are shown below.

A further survey is being carried out in the Autumn of 2016.

	96.00%	Percentage of tenants satisfied with overall service provided by landlord.
	95.00%	Percentage of tenants who feel landlord is good at keeping them informed about services and decisions.
	99.00%	Percentage of tenants satisfied with opportunities given to them to participate in landlords decision making.
	82.69%	*Percentage of tenants satisfied with the standard of home when moving in.
	91.50%	Percentage of tenants satisfied with the quality of home.
	99.30%	Percentage of tenants satisfied with repairs service.
	94.75%	Percentage of tenants satisfied with management of neighbourhood.

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



Better than the Scottish Average



Worse than the Scottish Average



Tenant Satisfaction (continued)

Complaints

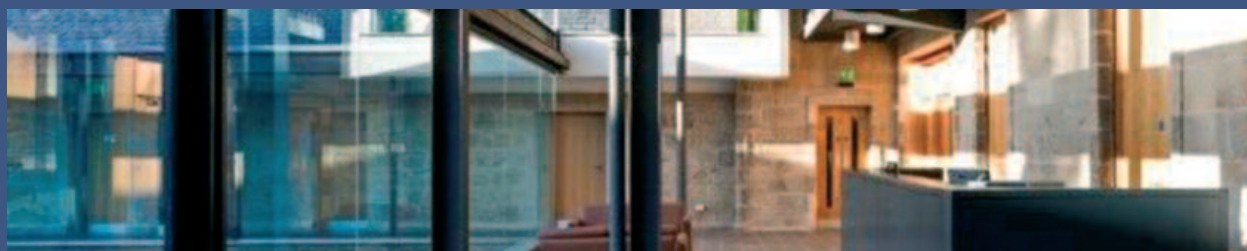
The Association has a Complaints Policy and Procedure in line with the SPSO's model guidance. Whilst we endeavour to get our services and those of our contractors right first time, in reality we recognise that this does not always happen and welcome complaints from our tenants and service users. By monitoring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

In 2015/16:

- No complaints were received regarding equalities issues.
- 91 complaints were received regarding non-equalities issues.
- 91 were responded to in full, in line with the Association's Complaints Policy at 1st stage complaint.
- 4 then moved to 2nd stage complaint
- 78 - 1st stage complaints were upheld (85.71%)
- 2 - 2nd stage complaints were upheld (50%)
- 86.81% 1st Stage Complaints were responded to within SPSO timescales
- 100% 2nd Stage complaints were responded to within SPSO timescales

What we learned:

Area of Complaint	Substance of Complaint	Outcome
Contractors Service Delivery	Contractor called at tenants home to carry out grass cutting service but did not notify tenant before commencing causing damage to her property.	Contractor supervisor was contacted and a visit arranged to apologise to tenant. Joint visit also carried out by contractor and housing staff to ensure tenant happy with outcome.
Policy	Tenant does not want reminder letters for rent to be issued.	It is procedure and good practice to issue reminder letters, however as payment arrangement being maintained it was agreed to only send a letter if payment arrangement was broken. However, monthly statements will still be issued.
Communication	Project work was not carried out on date agreed and the tenant was not notified that there was a change	It was agreed communication between contractor, Association and tenant had failed. An apology was issued to the tenant. The work was then carried out and the Association's Technical Officer discussed the issue with the contractor to ensure that this does not happen again then visited the property to ensure tenant happy with work.



Tenancy Sustainment

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

We are very proud of our levels of tenancy sustainment. Our staff team work with our tenants to ensure that they can manage their tenancies, from helping prospective tenants to decide whether they can afford a tenancy, help with setting up a home, budgeting advice and finally, helping tenants understand their responsibilities.

We assist our tenants to remain within their own homes as their needs change. The Association each year carry out various medical adaptations, which includes walk in showers and handrails. In 2015/16 the Association:

- 32 requests for medical adaptations
- Completed 19
- Averaged 75 days to complete from receipt of applications

Factored Owners

Our factored owners are an integral part of our community and access many of the services that we provide. In February 2014, a satisfaction survey was issued to all our factored owners, however only 24 returns were received. Of these returns, 88.33% were satisfied with the service that they received, which is one of the things that we aim to improve on.

However our Annual Management Fee per factored property is £85.77 just above the Scottish Average at £80.24.

Lets 2015/16

Percentage of lettable houses that became vacant	8.00%
Existing Tenants	10
Waiting List	64
Section 5 Referrals (homeless)	2
Total	76
Average time to re-let properties	7.9 days

Housing List 2015/16

New applicants added to list	468
Applicants on list at end of reporting year	310
Applications cancelled	244
Section 5 Referrals received	31

Court Actions

Number of abandoned properties	9
Court Actions initiated 2015/16	25
Properties recovered for non payment of rent	2
Number of Notice of Proceedings for Recovery of Possession issued	53
Number of Decrees for Eviction granted	8

Lets 2014/15 where the tenancies have been sustained for more than 1 year

Total Lets	75
Total Sustained	66
Existing tenants % sustained	88.89%
Section 5 Referrals (homeless) % sustained	77.78%
Waiting list % sustained	89.47%
Total	88.00%

Anti-Social Behaviour

Number of cases reported 2015/16	76
Cases Resolved 2015/16	69
Cases resolved within locally agreed targets	63
Percentage resolved within agreed targets	82.89%



In Summary

How have Cassiltoun Housing Association performed?

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

For example:

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

Last year the Association identified some areas for improvement and I am pleased to report that we were successful in improving on:

- Satisfaction with repairs service
- Our gas servicing performance achieved 100%
- The % of all our first stage complaints upheld
- Sustaining new tenancies beyond first year
- Satisfaction with the standard of homes when a tenant moves in

However, the Association have identified that we still require to improve on the following areas:

- The time taken to process medical adaptation applications and the number of average days taken to complete these.
- Lets to homeless people
- Meeting the timescales and targets that we set for anti social behaviour complaints.

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

1. If you have internet access then visit the Scottish Housing Regulator's website (www.scottishhousingregulator.gov.uk). The website contains detailed information about the Charter and the Indicators.
2. Visit Cassiltoun Housing Association's website (www.cassiltoun.org.uk) and check out the Charter Section and read previous newsletters with Charter information.



Financial Highlights

The year saw a number of changes including a significant revision to accounting rules. This has made comparability in the sector more difficult. Our results come from our audited accounts which are different to our spending and income in cash terms.

- Rental income increased by 3% due to an inflationary increase.
- Spending on major repairs was higher due to replacing items sooner.
- Management costs were kept fractionally below last year's level.
- £777k of major repairs expenditure is treated as capital expenditure and enhances our assets on the balance sheet.
- Overall the factoring service made a small profit.

Spending on our wider role activities reduced this year due to not needing to support our subsidiary, Cassiltoun Stables Nursery. Salaries were higher due to temporary staffing posts.

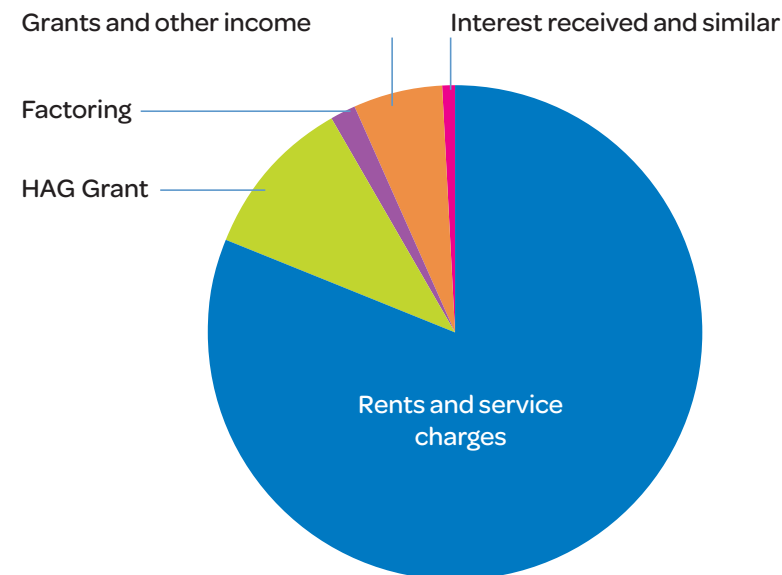
Interest paid on loans was again a little lower than last year, we pay between 1% and 6% for borrowing with a large proportion being on a fixed rate. Balance sheet additions to our properties totalled £901k which includes purchasing the land at the ex Labour Club at 3 Barlia Street. However we received grants of £66k towards this and some medical adaptations. By the end of the year all this demonstrated a balanced 12 months whereby the bank balance increased by just £57k and this shows rent and grants are ploughed back into providing services and maintaining properties.



Key Financial Information	2015/ 2016	2014/ 2015
Staff Costs / Turnover	21.1%	20.4%
Management Administration Costs / Turnover	22.7%	25.3%
Reactive Maintenance / Turnover	11.1%	11.5%
Loan Interest Payable / Turnover	6.4%	6.6%
Current Ratio (current assets / current liabilities)	3.4 times	3.3 times
Interest Cover	3.3 times	1.9 times
Asset cover (total assets less current liabilities / creditors > 1yr)	1.2 times	1.1 times
Debt per Housing Unit	£7,547	£7,888

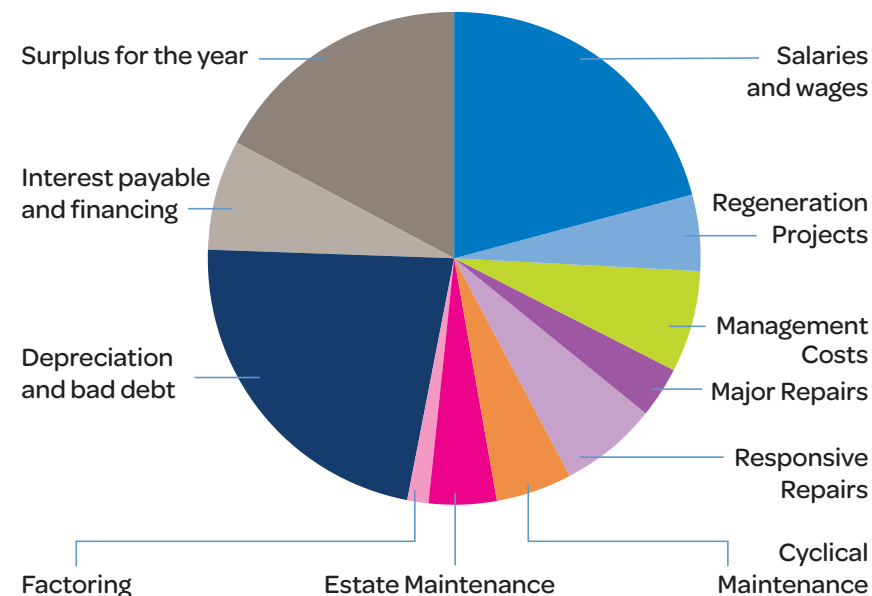
Income (£000s)

	2015/16	% of income	2014/15
Rents and service charges	3,806	81.6%	3,692
Proportion of HAG grant (not cash)	493	10.6%	503
Factoring	77	1.7%	69
Grants and other income	268	5.7%	288
(Loss) / surplus on RTB or property disposal	-19	-0.4%	20
Interest received and similar	38	0.8%	39
Total income	4,663		4,611



Expenditure (£000s)

	2015/16	% of income	2014/15
Salaries and wages	981	21.0%	928
Regeneration Projects	229	4.9%	269
Management costs	313	6.7%	365
Major repairs	151	3.2%	420
Responsive repairs	306	6.6%	336
Cyclical maintenance	226	4.8%	210
Estate maintenance	208	4.5%	216
Factoring	64	1.4%	81
Depreciation and bad debt	1,051	22.5%	1,059
Interest payable and financing	341	7.3%	347
Total expenditure	3,870		4,231
Surplus for the year	793	17.0%	380



Current Staff

Charlie Millar	<i>Chief Executive Officer</i>
Gamal Haddou	<i>Director of Finance</i>
Fiona McGowan	<i>Director of Operations</i>
Clair Malpas	<i>Regeneration Manager</i>
Paula Brownlie	<i>Corporate Services Manager</i>
John Williams	<i>Area Housing Manager</i>
Clare MacLean	<i>Area Housing Manager</i>
Lorna Leishman	<i>Finance Officer</i>
Donna Fullerton	<i>Welfare Rights Officer</i>
Anne Miller	<i>Financial Inclusion Officer</i>
Patricia McKenna	<i>Community Development Officer</i>
Neill Ferguson	<i>Technical Officer</i>
Richard Bolton	<i>Community Woodland Officer</i>
James Wilson	<i>Housing Officer</i>
Grant Kennedy	<i>Housing Officer</i>
Karen Graham	<i>Corporate Services Assistant</i>
Catherine Reilly	<i>Housing Assistant</i>
John Brown	<i>Housing Assistant</i>
Connor McLean	<i>Advice Assistant</i>
Lisa Wilson	<i>Receptionist</i>
Jenna Laing	<i>Finance Assistant</i>
William Reynolds	<i>Handyman/Estate Caretaker</i>
Ainsleigh Maguire	<i>Customer Services Assistant</i>
Amanda McDermott	<i>Customer Services Assistant</i>
Emma Scott	<i>Customer Services Assistant</i>

Community Jobs Scotland Placements

Steven Cole
Jack Boutwood
Isla Dundas

Board of Management

Anna M Stuart MBE	<i>Chair</i>
George Kelly	<i>Vice Chair</i>
Teresa McGowan	<i>Treasurer</i>
Evelyn Ferguson	<i>Secretary</i>
Adam Milligan	<i>Board Member</i>
Jean White	<i>Board Member</i>
Robert Brennan	<i>Board Member</i>
William Craig	<i>Board Member</i>
James Garrow	<i>Board Member</i>
Teresa Sadler	<i>Board Member</i>



Registration particulars

Financial Conduct Authority

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

Scottish Housing Regulator

Housing (Scotland) Act 2010
Registered Number 84

Office of the Scottish Charity Regulator

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

Auditor

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

Banker

Bank Of Scotland
82 Main Street • Rutherglen G73 2HZ

Solicitor

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

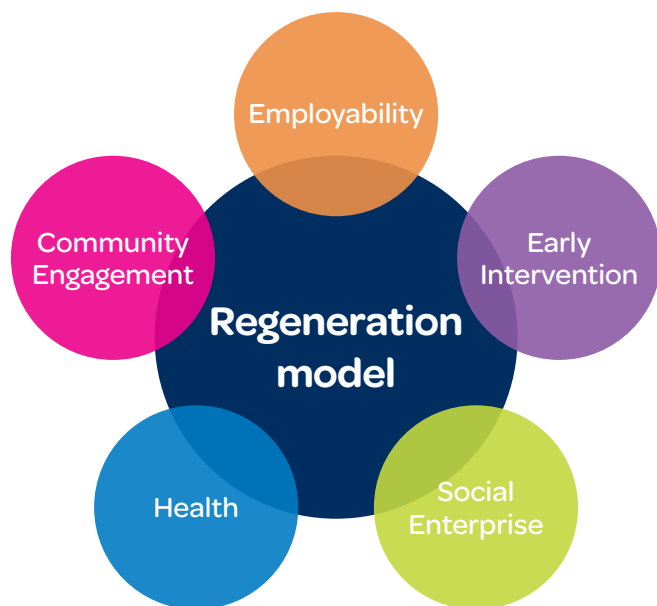
Chair's Foreword and Introduction

2015/16 has been a busy and challenging year for the Trust but also a year full of opportunities.

Busy - delivering a range of diverse services and activities which are highlighted throughout this report.

Challenging - ensuring that our planning and governance is reviewed, tested and fit for purpose. To assist the Trust achieve this, we have carried out Board appraisals, reviewed our objectives and our financial plans. Back in February 2016, the Board held a business planning day to enable us to fully review our business purpose and direction.

Opportunities - the Trust, since its inception, has been all about creating opportunities and as we prepare for our 10th anniversary since Castlemilk Stables opened, I have outlined some areas of our work that offer local people opportunities.



Employability

100 people have come through the Employability Project, jobs created through funding from Community Jobs Fund.



Health

Community garden, Community Woodland Officer's events have health benefits, as illustrated in this Annual Report, our website and Friends of Castlemilk Park Facebook page.



Early Intervention

Stables Studio, Advice Team, Community Woodland Officer.



Social Enterprise

All 3 companies in the Cassiltoun Group are social enterprises.



Community Engagement

Community Woodland Officer's events, new Community Development Officer appointed December 2015 to expand community development opportunities.



I would like to thank my fellow Board members and the staff team at Cassiltoun Housing Association for their contribution to our success.

Our funding partners and local groups who help us achieve our objectives and without them our success would be limited therefore a huge thank you to all our partners.

Anna M Stuart MBE

Chair Cassiltoun Trust

Business Review

Strategic Aims

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

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

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

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

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

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

Trust Operational Objectives

- 1 Support Board members to sustain and improve their skills and knowledge to help ensure that they are as effective as possible.
- 2 To maintain and develop the Stables external environment including the community orchard and garden by working in partnership with local agencies and Castlemilk community to maximise the use of our assets.
- 3 Continue to develop partnerships both new and existing; with local voluntary and statutory groups who can assist the project achieve its education, learning and wider role targets.
- 4 To maximise the Trust's income and monitor expenditure.
- 5 To develop Castlemilk Park with our strategic partners to ensure that the needs and aspirations of the local community are given the opportunity to be realised.
- 6 Promote the objectives of Cassiltoun Trust further within Castlemilk and the wider regeneration community.
- 7 To participate in the 2016 Glasgow Doors Open Day Festival and wider events being held in Glasgow.
- 8 To plan and prepare how best to acknowledge and celebrate 10th anniversary of the opening of Castlemilk Stables in 2017.
- 9 By December 2016 complete an Options Appraisal for the heating system.
- 10 Consider opportunities for profitable events.

Activities

- Training courses and classes will be delivered locally using the external environment as well as the Stables facilities;
- Creating partnerships with agencies including Glasgow City Council and local Housing Associations;
- Take part in regeneration study tours;
- Network within the Social Enterprise Community;
- Provides support to the Castlemilk Park Steering Group;
- Work closely with Cassiltoun Housing Association to manage the day to day activities of the Trust and to ensure good governance;
- Work with our current partners to ensure we deliver a range of services and objectives;
- Hold and host a full range of community events both at Stables and within Castlemilk Park as outlined in the published events booklet.
- Delegate the Heating Options Appraisal to the SMT and review their findings.

Operational Review and Achievements

Our 16th Year of Operation

'Paths to Employment', the Employability Programme based in Castlemilk Park, continues to deliver fantastic results both for participants and through the improvements in the path network and greenspace. The project, principally funded by Central Scotland Green Network and the People and Communities Fund, welcomed its 100th participant this year and saw 80% of participant's gaining new qualifications and created three paid trainee places.

During the year the Community Woodland Officer delivered over 100 free activities including a pumpkin festival, health walks and a 'Treemendous' photography exhibition. The events attract people from across Glasgow to come and visit the Stables and the adjacent Woodland.

In October 2015, along with Glasgow Museums, we renewed our Museum Display with a colourful range of items picked by the Stables Studio art group.

The community garden continues to support education, social engagement and activities for nursery children and adult volunteers and a social return on investment indicates a £6 return for every £1 invested in the project.

Since 2007, the Stables has taken part in many community events and continues to forge new and exciting partnerships to help us deliver our longer term aims and objectives. This year this has included working with a local college, Jobs and Business Glasgow and the Job Centre to deliver training and information sessions for local residents.

The work of Cassiltoun Trust continues to receive recognition externally and the Trust has been the host to a number of visitors. The Stables has also won 9 significant awards including the prestigious architectural awards listed below. It is a Glasgow Landmark Building and takes part in Glasgow Doors Open Day.

- 2007 Georgian Group Architectural Award
- Glasgow Architects Gold Medal 2007
- Civic Trust UK Award 2008
- The RIAS Scottish Building of the year 2008
- Scottish Civic Trust My Place award 2010

Financial Review

The Trust achieved a satisfactory performance in its eighth year of operation following the renovation and occupancy of the Stables building in July 2007. The surplus of £67 (2015: loss £811) is a modest improvement from last year whilst the parks employability project has expanded to include additional trainees through the training programme. Maintenance and running costs of the heating system have increased and the Trust carried out a valuation of the building to establish a more accurate position which is now reflected in the financial statements as part of the transition to FRS102. The business plan however continues to demonstrate the Trust undertaking all planned activities and maintenance requirements whilst allowing for some periods of vacant occupancy.

Surplus for the year

The financial results of Cassiltoun Trust are as follows:

	2016 £	Restated 2015 £
Funds balance brought forward	355,367	356,178
Surplus / (loss) for the year	67	(811)
Funds balance carried forward	355,434	355,367

Plans for Future Periods

Castlemilk Park: The Trust has plans to expand its role in the future development and management of Castlemilk Park. Discussions between Glasgow City Council and other key agencies will continue in the year ahead to reach a consensus on how best to utilise the park as a natural asset for the local community and visitors.

Stables 10th Anniversary 2017: Next year will see the Trust celebrate the 10th year since Castlemilk Stables opened in 2007. The Trust will consider how to celebrate this milestone with the local community, our funders and partners.

Heating System: The Stables Building relies on a ground source heating system, which has proven to be problematic, inefficient and expensive. The Trust Board intends to explore all reasonable options to improve the provision of heating. The initial stage of the review, using consultants, should be completed by September 2016.

Financial Highlights

The Trust had another active year of trading but finished with a lower surplus than was expected due to high maintenance and energy costs.

The heating system again failed on a number of occasions and has been acknowledged as not being fully fit for purpose.

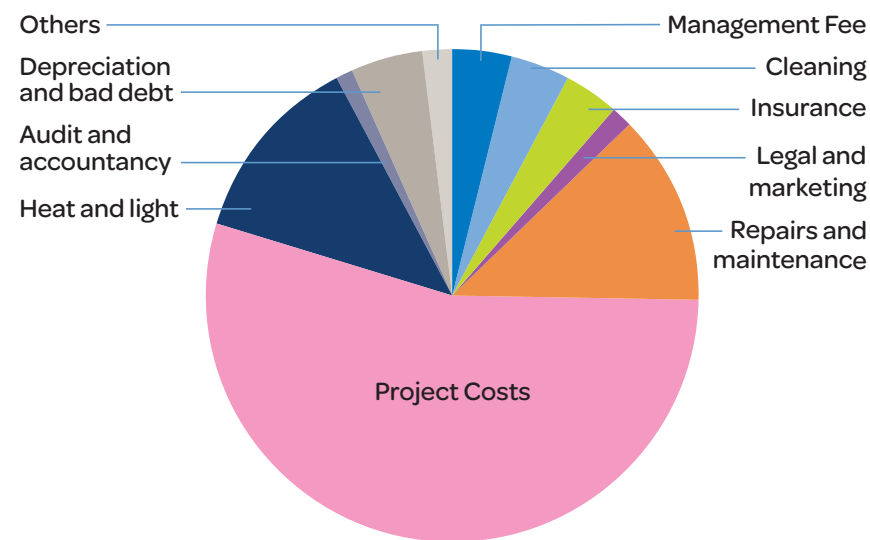
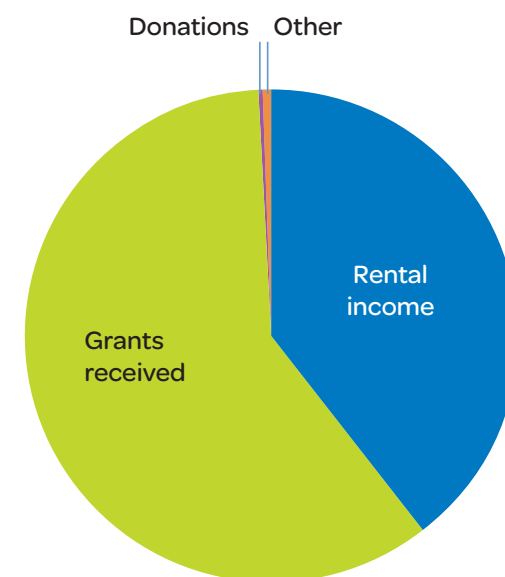
Project costs are £113k of which the biggest activity continues to be the Park Employability project which is now in its fourth year. We contract with Great Gardens to provide the training and undertake the improvements that park users see. Rental income is an inflationary increase from last year and there are inter company Cassiltoun group agreements in place covering office space rentals.

No bad debts exist and the bank balance reduced to £51k.

The office building was professionally revalued increasing from £353k to £470k and an industrial lawnmower capital asset was purchased to be used by the employability project trainees.

Income (£s)	2015/16	% of income	2014/15
Rental income	82,376	39.5%	81,222
Grants received	124,549	59.7%	90,964
Donations	1,000	0.5%	1,000
Other	550	0.3%	453
Interest Received	13	0.0%	30
Total income	208,488		173,669

Expenditure (£s)	2015/16	% of income	2014/15
Management fee	8,640	4.1%	8,405
Cleaning	7,822	3.8%	7,633
Insurance	7,700	3.7%	7,535
Legal and marketing	2,649	1.3%	648
Health and safety	-	0.0%	3,117
Repairs and maintenance	26,145	12.5%	12,924
Equipment	120	0.1%	354
Project costs	113,082	54.2%	93,443
Heat and light	26,373	12.6%	21,833
Audit and accountancy	2,034	1.0%	1,707
Depreciation and bad debts	10,006	4.8%	7,602
Others	3,850	1.8%	6,331
Total expenditure	208,421		171,532
Surplus for the year	67	0.0%	2,137



General Reserves

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

Going Concern

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

Structure, governance and management

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

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

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

Management and delivery of the day to day activities of the Trust are performed by staff of Cassiltoun Housing Association Limited via a service agreement. Trustees serve in a voluntary capacity and we

recognise that this puts even more onus on us to ensure that we set and achieve high standards of professionalism in our work. We take governance very seriously, and in the last year we continued to build on work from previous years which strengthened our governance arrangements. We reviewed and developed our Board member agreement between individual members and the Trust.

Reference and admin details

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

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

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

Board of Trustees

Anna M Stuart MBE	<i>Chairperson</i>
Christine Devine	<i>Vice-Chairperson</i>
Charlie Millar	<i>Treasurer</i>
Charlie Turner	<i>Board Member</i>
Jean White	<i>Board Member</i>
Lewis MacSween	<i>Board Member</i>
Councillor Malcolm Cunning	<i>Board Member</i>
Lesley Blair	<i>Board Member</i>
Adam Milligan	<i>Board Member</i>

Registration particulars

Registered at Companies House

Registration Number SC205629

Office of the Scottish Charity Regulator

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

Auditor

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

Banker

Bank Of Scotland
82 Main Street • Rutherglen G73 2HZ

Solicitor

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

Cassiltoun Stables Nursery - Chair's Report

Creating opportunities for a positive start for children and jobs and training for local people



George Kelly • Chair
Cassiltoun Stables Nursery

This year the Stables Nursery has gone from strength to strength. We have almost doubled the number of children attending the nursery from 37 to 67 as well as increasing the numbers of staff that we employ and the number of opportunities for training and work experience placements. I was delighted with our very positive Care Inspectorate report this year, where we achieved an overall 'Good' rating. I want to thank the other members of the Nursery Board and staff team for their excellent work over the past 12 months.

Learning Opportunities - Forest Kindergarten

We have continued with our kindergarten programme which gives children from the age of 2 the opportunity to use the fantastic woodland next to our nursery as a gym, playground, and classroom.

Active Healthy Children

We promote lots of healthy activities and children are encouraged to play outside as much as possible and they have access to the community garden. We have

also been working with Glasgow Life who have helped our children to 'Play on Pedals' bringing a range of bikes out to the Nursery once per week to help our children learn to ride.

Working with parents

We actively encourage our parents to get involved, from having a parent on the Board; and getting regular feedback through questionnaires and parents evenings; to getting involved in events such as the 'wellie waddle' and Forest Kindergarten sessions. We welcome feedback on the services we provide, as ultimately we want to provide the best for the children in our care.

Graduation

This year we celebrated our first graduation and parents and staff watched the children perform 'The Gruffalo' and receive their graduation certificates. We wish them all well for their school careers.

Looking forward

We are always striving to improve the quality of experience we give to our children and we ensure that we adhere to all government guidelines. We are now working with SHANARRI; this is an acronym for Safe, Healthy, Active, Nurtured, Achieving, Responsible, Respected and Included; and GIRFEC, Getting It Right For Every Child. All of our staff work to the guidelines of the 'Building the Ambition' document. This document has been released to ensure that every child in Scotland is given the best opportunities for positive outcomes in their early years.

George Kelly Chair • Cassiltoun Stables Nursery



Business Review



The Board of Trustees have pleasure in presenting their Report and the Financial Statements for the year ended 31 March 2016.

Objectives and Activities

The principal activity of Cassiltoun Stables Nursery Limited is to provide a first class childcare facility for 0-5 year olds set alongside a local woodland and outdoor natural environment. We aim to support parents returning to work, gaining employment or attending college with each child nurtured and encouraged to grow physically, emotionally, intellectually and morally.

The Nursery is innovative and encourages even the youngest children to make choices and communicate likes and dislikes.

Operational Review and Achievements

Registration with the Care Inspectorate was achieved on 28 February 2013. The majority of places are taken up on a part time basis and therefore is the equivalent of 32 full time children at March 2016 compared to 20 at the start of the year.

In July 2015, a new nursery manager was appointed and helped the nursery through its Care Inspection. We are pleased to report that the nursery achieved either 'very good' or 'good' ratings against each inspection theme. Staffing numbers have also increased as more children have taken up places.



The full inspection report can be seen on the Care Inspectorate website.

The nursery continues to provide training and student placements and an award of £6,339 grant funding from SCVO was successfully made and allowed one paid training place to be available during the year.

Financial Review

During the year, the Nursery made a loss of £29,868 but unlike last year did not need any financial support from Cassiltoun Housing Association Limited in respect of cashflow.

As at 31st March 2016, the Nursery had an unrestricted funds deficit of £81,162. This will be eliminated over the next 4 years through trading income and, if necessary, financial support from Cassiltoun Housing Association Limited which has been confirmed in writing by the Board of Management of the Association.

Plans for Future Periods

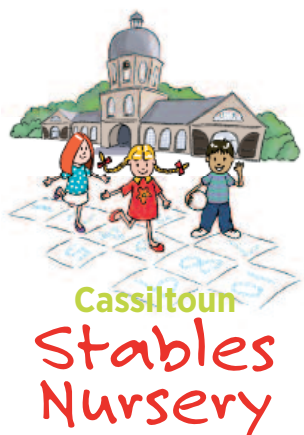
The Nursery will explore ways to increase the number of children it can provide services to, because it has reached maximum children numbers.

General Reserves

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

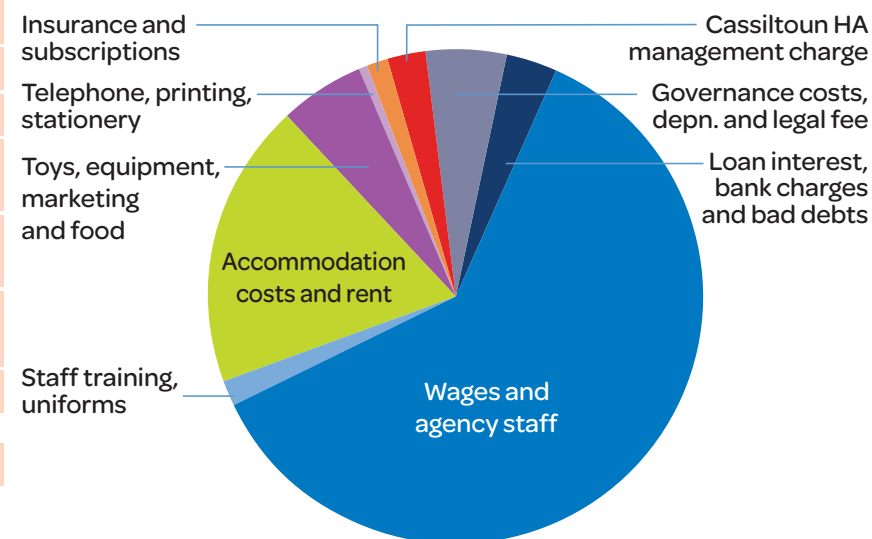
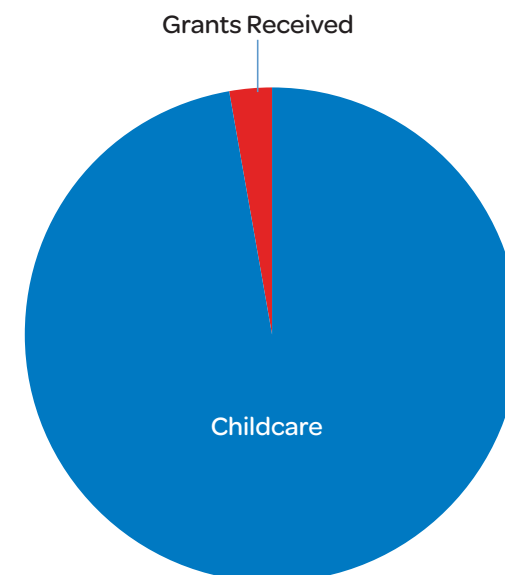
Financial Highlights

The Nursery had its third full year of trading with childcare income at £232k which is higher than we budgeted for. This was topped up with grants and donations of £6k. As expected the majority of costs were on wages followed by the costs of accommodation and office rent. The Housing Association charges a discounted service fee for providing finance, HR and management services. Overall the Nursery made a loss of £30k. For 2016/17 sales are forecast to be higher at £260k and we anticipate the nursery generating a small surplus.



Income (£s)		2015/16	% of income	2014/15
Childcare		231,840	97.3%	144,854
Grants received - Cassiltoun HA		-	0%	60,000
Grants received - other		6,339	2.7%	63,124
Donations		-	0%	907
Total income		238,179		268,885

Expenditure (£s)		2015/16	% of income	2014/15
Wages and agency staff		164,221	68.9%	143,563
Staff training, uniforms		4,338	1.8%	3,918
Accommodation costs and rent		49,963	21.0%	46,891
Toys, equipment, marketing and food		14,769	6.2%	21,501
Telephone, printing, stationery		1,830	0.8%	3,871
Insurance and subscriptions		3,889	1.6%	2,882
Cassiltoun HA management charge		6,545	2.7%	6,366
Governance costs, depn. and legal fee		13,700	5.8%	5,987
Loan interest, bank charges and bad debts		8,792	3.7%	4,500
Total expenditure		268,047		239,479
(Deficit)/surplus for the year		-29,868	-12.5%	29,406



Going Concern

The Board of Trustees has reviewed the results for this year and has also reviewed projections for the next 10 years. The Nursery is reliant upon the support of Cassiltoun Housing Association Limited to continue to operate as a going concern. The Board of the Housing Association has signed a letter of support confirming that the Association will continue to support the Nursery for a period of 12 months from the signing of these financial statements and has agreed to provide £20,000 of non-refundable grants for 2016-17. For this reason, the going concern basis has been adopted.

Structure, governance and management

Our governing body is our voluntary Board of Trustees, which is responsible to the wider membership. They report at least annually to Cassiltoun Housing Association Limited. Management of the day to day activities is performed by the paid team of staff who are supported by Cassiltoun Housing Association Limited which provides financial, human resource and governance support under a service level agreement.

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

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

Reference and admin details

Cassiltoun Stables Nursery Limited was incorporated on 9 May 2012 and is a company limited by guarantee and not having a share capital. Its registered number is SC423689. It is recognised as a charitable company by the Office of the Scottish Charities Regulator (Reference number SC043312). Each member has undertaken to contribute an amount not exceeding £1 towards any deficit arising in the event of the company being wound up. The accounts comply with the Companies Act 2006, the Charities and Trustee Investment (Scotland) Act 2005, Regulation 8 of the Charities Accounts (Scotland) Regulations 2006 (as amended) the Nursery's governing document and the relevant Statement of Recommended Practice (the Charities FRS 102 SORP).

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

Registration particulars

Registered at Companies House

Registration Number SC205629

Office of the Scottish Charity Regulator

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

Auditor

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

Banker

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

Solicitor

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

Board of Trustees

George Kelly	<i>Chairperson</i>
Gillian Campbell	<i>Parent Representative</i>
Jean Farrell	<i>Nursery Professional</i>
Teresa Sadler	<i>Cassiltoun Board Member</i>

Current Staff

Hazel Kelly	<i>Manager</i>
Pat Main	<i>Senior Child Development Officer</i>
Emma Campbell	<i>Senior Child Development Officer</i>
Leighanne McGarry	<i>Child Development Officer</i>
Paula Cruickshank	<i>Child Development Officer</i>
Alisha Forteath	<i>Child Development Officer</i>
Amberlee Harvey	<i>Child Development Officer</i>
Amber McCoid	<i>Child Development Officer</i>
Kelly Devine	<i>Child Development Officer</i>
Beth Wilson	<i>Child Development Officer</i>
Cathy Malone	<i>Catering Assistant</i>
Ellen Longstaff	<i>Cleaner</i>
Michelle Fitzpatrick	<i>Modern apprentice</i>
Emma Sillars	<i>Modern apprentice</i>
Gemma Harris	<i>Modern apprentice</i>

Community Jobs Scotland Placement

Kathleen McCloskey

Our Partners





Cassiltoun Housing Association

email housing@cassiltoun.org.uk

web www.cassiltoun.org.uk

Registered Scottish Charity
No SC 035544

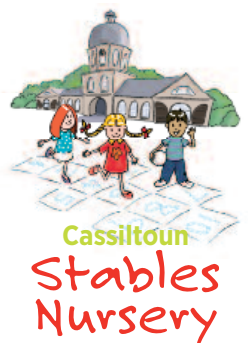


Cassiltoun Trust

email trust@cassiltoun.org.uk

web www.cassiltountrust.org.uk

Registered Scottish Charity
No SC 030310



Cassiltoun Stables Nursery

email nursery@cassiltoun.org.uk

web www.cassiltounstablesnursery.org.uk

Company Registration No SC 423689

Registered Scottish Charity No SC 043312

Care Inspectorate Registration
No CS 2012308178

Castlemilk Stables • 59 Machrie Road • Glasgow G45 0AZ

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



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