



Osprey Housing Limited

Assurance Statement: September 2021

1. Introduction

Following the successful Transfer of Engagements (ToE) of Osprey Housing Moray into Osprey Housing with effect from 1 April 2021, this statement is for the now single entity Osprey Housing Limited.

In accordance with the requirements of the Scottish Housing Regulator, I the undersigned provide the following statement in respect of assurance and compliance for Osprey Housing:

The Board of Directors of Osprey Housing confirm that based on review and assessment of a comprehensive bank of evidence available to us and scrutinised throughout the year we are assured Osprey Housing complies with all relevant standards and outcomes in the Charter; all relevant legislative duties; and the Standards of Governance and Financial Management.

This Assurance Statement is provided on behalf of the Board of Osprey Housing. The sources and level of assurance in relation to compliance is clear to the Board and, members are directly involved in the ongoing development, monitoring and scrutiny of the evidence base.

We recognise that we are required to notify the SHR of any changes in our compliance during the course of the year and are assured that we have effective arrangements in place to enable us to do so.

2. COVID-19 Pandemic: Ongoing Impact

Our 2021 Assurance Statement is presented following unprecedented times during which we have demonstrated resilience, agility and commitment in continuing to provide services during ongoing restrictions applied to our operating environment. The UK and Scottish Governments' measures implemented during the pandemic have been observed and restrictions adhered to.

In managing the impact of COVID-19 and planning our re-emergence we have moved through the initial crisis/response phases and, as far as possible, we have established a more settled position that represents our recovery phase. In this context we have now evolved a 'new normal' in relation to how we work, continue to deliver services, and stay in good health (organisationally and personally). We remain agile, flexible, compassionate and responsive as we look forward and plan for the next 3-5 years. We have shown organisational capacity for adapting quickly and at short notice – this will be expected in the future and we have structured and orientated our operational approach accordingly.

Ongoing circumstances during the first half of 2021 confirmed our previous recognition that we should be prepared for regular disruption. However, we have been able to maintain effective service delivery, progress our Development Programme, IT Strategy and our Organisational Development Strategy which all remain key to how we successfully embrace our future.



In addition, successful completion of the ToE will be a major catalyst for further change and progress. Our focus now is on preparing more intensively for the short to medium term with the clear knowledge we are doing so in the context of being a single entity Registered Social Landlord (RSL).

Our newer agile and remote working approach has become firmly embedded in our operations while ensuring that personal support is still delivered where this is required. The Board remains fully reassured by the agility of the Group's core infrastructure to ensure business and service continuity and can confirm that it has been kept advised and informed at all stages and approved the developing response actions.

3. Making Tenants the Focus of What we Do

Our revised planning and approach to service delivery/business continuity provides what is now an established structure and framework based on organisational capacity, focus on tenant/staff/governing body welfare, meeting the needs of tenants and key guidance from Government, SHR and other key bodies such as the SFHA.

The Board is assured we have identified and reviewed the range of new risks that have/will impact short and longer term for both the organisation and its tenants/customers.

4. Strategic Review/Change in Organisational Leadership

Osprey has developed significantly over the last 5 years under the leadership of a highly experienced and progressive Chief Executive. However, with announcement of his intention to retire at the end of 2021 the Board undertook an options appraisal in April.

Under the direction and scrutiny of the Board the Osprey Senior Leadership Team lead by the CEO have worked tirelessly to create a new culture within the organisation which has resulted in continued improvement in delivery of landlord services and the financial viability of the business as a whole.

The organisation is in a good place. Osprey Housing as a single entity has:

- A fully compliant viable business plan with excellent headroom for investment
- An affordable rental policy that can be fully supported
- The resource capability to continue to deliver service improvements ensuring ongoing compliance with the Scottish Social Housing Charter and legislation
- Further streamlined governance arrangements to become more efficient and effective
- The confidence and trust of its tenants/customers and stakeholders/partners
- High performing KPI's with good tenant satisfaction ratings
- A strong organisational development ethos

The Board examined all options and decided there was a strong and compelling business case for the single entity Osprey Housing to remain as a fully independent Housing Association.

This was evidenced by an independent evaluation undertaken by our financial consultants Arneil Johnston which concluded that Osprey would become a stronger and more viable RSL



as a consequence of the ToE. In view of this the Board has undertaken a recruitment process and appointed a new Chief Executive who will take up the post on.....

We now employ 37 staff and sustain an annual turnover of almost £11M. This provides a very firm foundation from which a new Chief Executive will be able to build for the future, working alongside the Board as they further develop Osprey's strategy and vision.

5. Overall Assurance

Utilising our established approach overall, sources of assurance have been mapped against regulatory requirements and standards in a detailed compliance register within the assurance framework already in place. Evidence of those sources of assurance include:

- Performance monitoring reports on key business areas such as finance, asset management, housing management, service delivery, development and risk management
- Detailed reports and updates from the Chief Executive and Senior Leadership team
- Internal audit reports
- Reports and analysis from external auditors, appointed advisers and specialist consultant advisers all of whom provide external independent evaluation, feedback and validation
- Data analysis about our tenants and customers
- Benchmarking
- Independent resilience evaluation including continued scenario stress testing
- Use of Self Assurance Toolkit
- Outcomes from comprehensive Board Appraisal process
- Consultation with Osprey Tenants and Residents Association (OTRA) and outcomes of scrutiny projects undertaken by the Association's Scrutiny Panel.

In reviewing evidence and assessing compliance we have taken account of good practice advice. Our level of compliance remains subject to constant review and scrutiny with a focus on continuous improvement.

6. Collecting Equalities Information and Approach to Human Rights

In reviewing our compliance with the Regulatory Framework, we are assured that we are working towards having appropriate systems in place for the collection of equalities data. The Board has received specific training relating to this area of our work and, we are assured that we are working towards using this data to take account of equality and human rights issues in our decisions, policy-making and day-to-day service delivery.



As Chair, I was authorised by the Board at a meeting held on 25 August 2021 to sign and submit this Assurance Statement to the Scottish Housing Regulator and, I confirm that it is being published on our website on the same date that it is submitted to the SHR.

Signed:

Mike Scott

Chair