



**Making a Difference Every Day**

**Osprey Housing Group - Strategic Business Plan**

**2022-2025**



# Strategic Business Plan 2022 -2025

**Date: March 2022**

## Contents

Setting the Scene – Welcome from the Chair .....	3
Our Vision, Mission and Values.....	4
Our Plan – In Brief.....	5
Our Guiding Principles.....	6
Who We Are .....	7
What We Do .....	9
ESG .....	9
World We Live In .....	11
Managing Risk.....	11
Value for Money and Affordability.....	12
Strategic Priorities and where we are going .....	13
Our Ambitions .....	13
Delivering Ambition 1 – Make our Customers the focus of everything we do .....	15
Delivering Ambition 2 – Provide more and better homes .....	17
Delivering Ambition 3 – Be a stronger organisation.....	19
Delivering Ambition 4 – Be a great place to work .....	21
Performance - How We Manage and Monitor .....	23
Governance and how we meet Regulatory Standards.....	23
SWOT Analysis – add as an appendix – to be reviewed annually.....	24



## Strategic Business Plan 2022 -2025

### Setting the Scene – Welcome from the Chair

*We are delighted to introduce our Strategic Business Plan; the revised plan reflects where we are now, where we want to be and how we will get there. We remain both proud of what we have achieved and determined to make a positive difference to the lives of our existing tenants, future tenants and other customers.*

*We continue to operate in uncertain times which brings with it significant challenges. However, Osprey has delivered well under these circumstances, continually making progress as an organisation. Osprey has demonstrated that we are well equipped to meet these challenges and also see opportunity for improvement and growth by being responsive and agile to the environment we operate in.*

*We are ambitious and aspirational with a desire to achieve our goals and make our customers the focus of everything we do. This plan takes account of our stated vision and values in laying out Osprey's future aims and objectives. It seeks to strike the right balance of delivering on our core services to tenants, achieving continued growth, financial strength, protection of our assets, new home building, customer and community support across the Local Authority areas in which we operate.*

*Our future objectives can only be effectively delivered with the support of our partners and stakeholders. We look forward to working closely with them as we strive to continually improve and evolve.*

*Our significant achievements to date have been due in no small measure to our most important asset, our staff team. We know they have the drive, determination, care and ability to continue to achieve our vision of "making a difference every day".*

**Mike Scott**  
**Chair of Osprey Housing**



## Strategic Business Plan 2022 -2025

### Our Vision, Mission and Values

#### Our Vision

**Making a difference every day**

#### Our Mission

**To provide high quality affordable housing and services to people in the communities we serve.**

#### Our Values

**The Core Values of the organisation reflect the foundation from which we perform and conduct our business and are the essence of the Osprey identity. These values provide a framework to deliver our Group Mission Statement.**

✓ **AMBITION and ACHIEVEMENT**

*We are a high performing organisation delivering through innovation and challenge*

✓ **EQUALITY and RESPECT**

*We recognise and celebrate the unique value in everyone*

✓ **QUALITY and PROFESSIONALISM**

*We strive to deliver high standards*

✓ **AGILE and RESPONSIVE**

*We are flexible and quick to deal with change without diminishing our delivery*



## Strategic Business Plan 2022 -2025

### Our Plan – In Brief

We believe that everyone has the right to a decent home in a decent place. We are determined to play our part in making this happen for as many people as we can.

The Strategic Business Plan sets out Osprey's vision, mission and ambitions up to 2025.

The Plan outlines the challenges facing the sector and Osprey but also the opportunities to continue to improve, grow and evolve as an organisation.

Our four key Strategic Ambitions remain clear:

- 1. Make customers the focus of everything we do**
- 2. Provide more and better homes**
- 3. Be a stronger organisation**
- 4. Be a great place to work**

Our focus on maintaining and improving our financial viability has hugely benefitted from the successful completion of the transfer of engagements process for Osprey Housing and Osprey Housing Moray to become one single organisation from April 2021. The joint business planning and efficiencies from this step will enable us to continually strive to achieve sustainable efficiencies and value for money for our tenants and other customers.

We are committed to safeguarding our tenants' interests and offering the best possible service standards and customer experience we can. We will strive to meet the needs and priorities of our customers through effective and meaningful engagement with all our tenants including working with Osprey Tenants & Residents Association (OTRA).

We will complement our investment in the provision of new housing with a fully funded repairs, maintenance, and planned improvement programme for our existing homes.

The Plan sets out our approach to growth, including continued investment in the development of new affordable housing. We will deliver these new homes, as we always do, in partnership with local authorities, the Scottish Government, our funders, and developer partners.

The Plan illustrates how we will go about achieving each of our ambitions, it sets out how we will invest in and develop our people, and make Osprey a great organisation.

This Plan is a living, evolving document – used throughout its life to ensure that Osprey focus on delivering our ambitions. Inevitably, circumstances change, opportunities arise and unseen threats emerge, we will be alert to change and adapt as needed.



## Strategic Business Plan 2022 -2025

### Our Guiding Principles

We believe that we will achieve our aims if we embed our guiding principles as “**golden threads**” that run through everything we do and encompassed in our culture:

- ✓ **Excellent Customer Service** – providing the best customer experience
- ✓ **Good governance** – reliable, dependable and effective
- ✓ **Value for Money** – quality and affordability
- ✓ **Compliance** – being trustworthy and delivering with integrity
- ✓ **Risk management** – understand the pitfalls and deal with them
- ✓ **Reputation** – sustaining and enhancing our reputation
- ✓ **Ethical and social purpose** – a clear understanding and focus on our purpose
- ✓ **Commit to complete** – keep our promises
- ✓ **Collective responsibility** – an ethos of team ownership
- ✓ **Sustainability** – be a sustainable and environmentally conscious Housing Association
- ✓ **Empower** – do the right thing, in the right way, at the right time
- ✓ **Inclusion** – equal access and opportunity for all

Our Board members will monitor progress towards realising our ambitions and will undertake an annual review of the plan. In addition, the organisation will continue to monitor changes in our operating environment to manage risk and act upon opportunities that may help us.

By working as a team, being resourceful and empowering people, we are determined to achieve our ambitions.

# Strategic Business Plan 2022 -2025

## Who We Are

Osprey are an ambitious, dynamic, and growing social housing organisation operating across the north east of Scotland.

The Group incorporates Osprey Housing (OH) and Osprey Initiatives (OI). Osprey Housing are a Registered Social Landlord (RSL) with charitable status. Osprey Initiatives are a subsidiary company of Osprey Housing, set up to undertake appropriate non-charitable activities. Osprey Initiatives are primarily engaged in the letting and management of mid-market rented housing.

Established in 2000, we have grown significantly with a real emphasis on continual improvement – in terms of quality of services, financial strength, and overall performance.

We are accountable to members and tenants, who live or have other interests in the communities and places in which we operate. Our Board members are independent and voluntary. They protect our reputation and, as trustees, help to ensure our long-term viability. Osprey Housing is subject to regulation by the Scottish Housing Regulator (SHR), the Office of the Scottish Charity Regulator (OSCR), and Companies House.

Osprey operates throughout three local authority areas in the north east of Scotland – Aberdeenshire, Aberdeen City and Moray. In addition to the homes and services we provide to our own tenants, we have also built a reputation for providing excellent services to other housing providers.

Geographically we cover a vast area which comprises over 10% of the land mass of mainland Scotland. With 1779 properties currently in ownership Osprey provides much-needed homes in many communities large and small including all the major towns and cities in the region, remote rural settlements and even in the Cairngorm National Park.



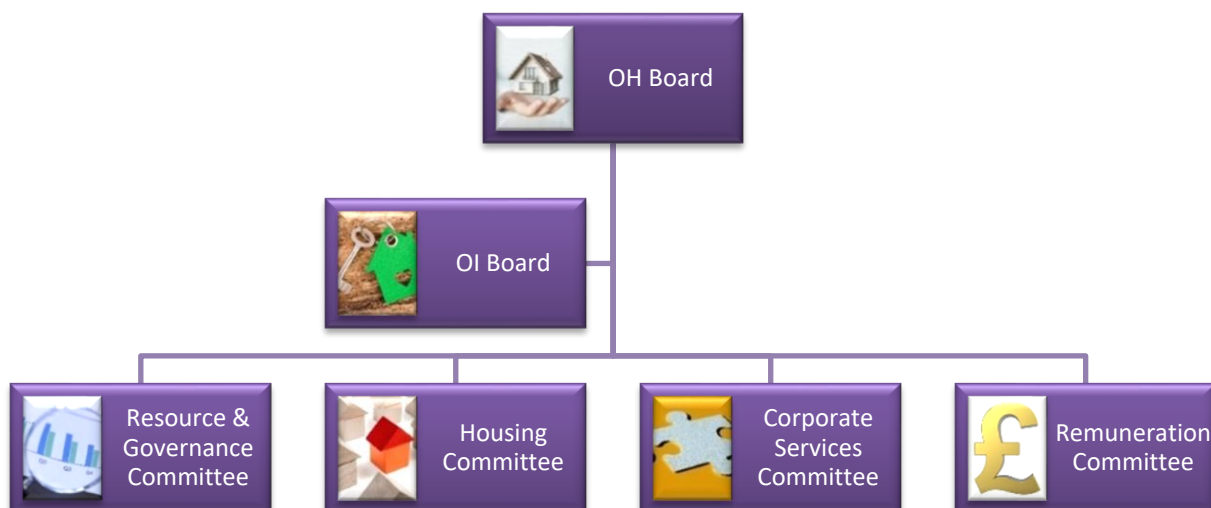
The Board are fully committed to realising our ambitions and achieving our mission through delivery of this Plan, and collectively bring a valuable range of skills and



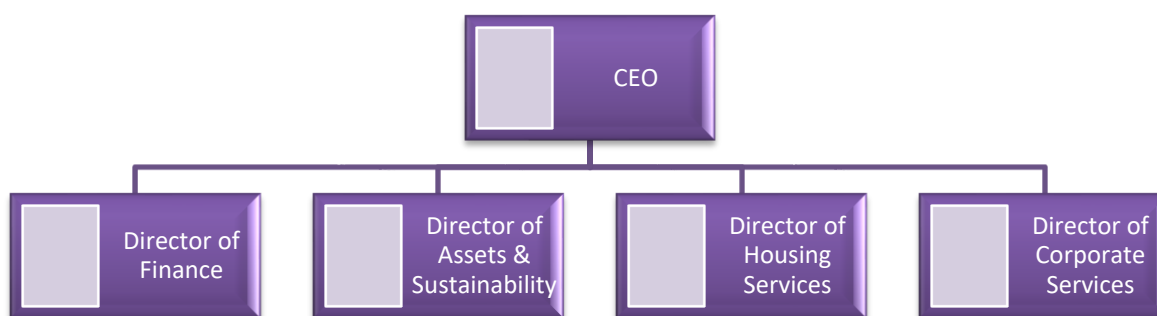
## Strategic Business Plan 2022 -2025

expertise. They give strategic direction to the organisation and apply a robust approach to decision making through continual financial health checking, monitoring of performance and risk analysis, and management.

Our governance structure detailed below:



The Group is led on a day-to-day basis by a highly skilled, knowledgeable, experienced and committed Leadership Team consisting of a Chief Executive and Directors responsible for each of the core disciplines.



Our staff teams work between our headquarters in Westhill in Aberdeenshire and Elgin in Moray. We have fully developed hybrid working across our staff team, given our geographic area this has many benefits for tenants, staff and the organisation overall.





## Strategic Business Plan 2022 -2025

### What We Do

We are a modern, customer focussed, professional housing organisation with a clear social purpose committed to providing high quality affordable housing. We generate and reinvest our surpluses to maintain and build homes fit for the future. Our key focus is to help those in need of a home by provision of quality affordable housing across the north east of Scotland.

We have refocussed and redesigned the way we provide services to our tenants and customers to improve efficiency, performance and value for money. We are investing in technology and digital services, whilst retaining the right balance of personal service to our customers. In particular, we invest in our people; have high expectations of and aspirations for our staff team.

We know that excellent governance is essential to support the realisation of Osprey's ambitions. To expedite this, the Board have an established governance structure that facilitates a strategic overview of the business and a focused approach to performance, value for money and affordability. This approach incorporates specific consideration of the Scottish Social Housing Charter (SSHC) requirements, risk/risk mitigation and corporate matters including Finance, Workforce, Information Communications Technology (ICT), and Health & Safety.

### ESG

ESG stands for Environmental, Social and Governance and the criteria about the ethical status of an organisation, these standards are the central factors that measure the ethical impact and sustainability of a company, particularly from a sustainability and investment perspective.

The ethos of ESG aligns with Osprey's values, principles and ambitions, is part of our culture and how we operate as a business. Therefore, it forms the foundation for how we want to progress into the future.





## Strategic Business Plan 2022 -2025

There are many benefits for Osprey to invest in aligning ESG with the Strategic Business Plan – a strong ESG proposition can help create enormous business value across the organisation.

	What it means – the global definition	What it means for Osprey
<b>Environmental</b>	Sustainable practices attract more customers, allows better access to resources, lowers energy consumption, and therefore can also reduce operational costs	Osprey are already committed to embedding sustainability across the full range of our activities. <b>The 'E' strand</b> will be delivered by how we run our business operationally, how we invest in and improve our current properties, and how we develop new homes fit for the future.
<b>Social</b>	Sustainable practices lead to greater social credibility, attract talent, boost employee morale, and build stronger community relations.	'Social purpose' already exists at the core of our organisation - our vision, our values, and ambitions.  <b>The 'S' strand</b> is part of who we are as an organisation and our ethos. Therefore, the delivery of this is intertwined into our day-to-day activities and outcomes.
<b>Governance</b>	Sustainable practices may lead to government support, subsidies, overcoming increasing regulatory pressure and better investor relations, e.g., in form of better loan conditions or lower capital costs.	Strong complaint governance and assurance is part of the structure of Osprey and frameworks we already have in place. Osprey already embrace regulatory standards and provision of annual assurance statement delivering <b>the 'G' strand</b> positively and pro-actively in the way we operate. Good governance is one of our guiding principles and we need to ensure we sustain this and continually improve.



## Strategic Business Plan 2022 -2025

The Sustainability Reporting Standard for Social Housing (SRS) was launched in November 2020 to measure the sectors response to ESG and provide a clear framework promoting transparency, comparability and benchmarking. This is making it easier for lenders and investors to assess the ESG performance of housing providers, identify ESG risks and pursue opportunities to create positive social and environmental outcomes. The SRS is a voluntary reporting framework, covering 48 criteria across ESG considerations such as zero carbon targets, affordability, safety and resident voice.

Osprey has commenced the accreditation process for committing to ESG including adopting the SRS framework, this will complement our existing reporting and we will commit to sharing these outcomes annually with tenants.

### World We Live In

The Strategic Business Plan reflects the Scottish Housing Regulator's Recommended Practice and key priorities for the sector. The Plan also identifies changes that are taking place at local, regional and national levels which could impact upon us. Being aware of the wider context in which we work is vital to mitigating risks and delivering services fit for now and the future.

Our plan takes account of a range of key factors including the:

- changes in the local economy (especially the energy sector)
- adjustments to some of the local housing markets
- long term impact of the coronavirus pandemic
- continuing impact of political change, including global situations
- high focus on good governance, regulation and compliance
- increased emphasis on fire safety, energy efficiency and homelessness.

We will closely monitor economic changes especially in our local communities and will gauge how in turn that may effect the operation of local housing markets.

### Managing Risk

Business planning and risk assessment are complementary. It is vital to assess risks that effect the organisation's ability to meet key objectives. It is important that objectives and risks are clear, current, relevant and set at a strategic level with Board approval.

The overall risk matrix has six key strategic risks which are:

- Financial Viability
- Asset Management
- Housing Management



## Strategic Business Plan 2022 -2025

- Corporate and Governance Failures
- Covid 19 Response
- MMR stock portfolio

Osprey has a culture of being risk aware, but we are not risk averse. We review and revise risks on a revolving basis, at least every 6 months, formally through the governance cycle and monthly at Leadership Team level.

We face a broad range of risks reflecting our responsibilities as a Registered Social Landlord, including in the areas of financial viability, customer satisfaction and engagement, governance, and policy change. In addition, the political, statutory, and regulatory environment alongside the potential for significant economic volatility create wider risks.

We manage risks through processes that focus on integrity, intelligent inquiry, maintaining high quality staff and customer accountability.

### Value for Money and Affordability

Value for Money ("VfM") is about getting the most from the resources at our disposal to achieve our desired outcomes. This is more than simply reducing costs; it is also about improving the efficiency and effectiveness of the services we deliver.

We do this in three ways:

- Economy (spending less) = reducing the cost of purchasing
- Efficiency (spending well) = measure of productivity and performance
- Effectiveness (spending wisely) = maximising the impact that can be achieved

VfM is highest when there is an optimum balance between these three components:

- Low costs
- High productivity
- Successful outcomes

Through adherence to these key VfM principles, we aim to ensure Osprey continues to achieve sustainable financial strength and deliver high quality homes and key focus on quality services.

Affordability of rents remains at the centre of our business planning and when striving to deliver VfM, with a real awareness of the impact of decisions for our tenants both short and long term. We benchmark affordability and test this against the wider housing market on an annual basis for assurance purposes.



## Strategic Business Plan 2022 -2025



### Strategic Priorities and Where We are Going

This Plan details how we intend delivering the priorities we have identified with our tenants and stakeholders in a way that is affordable, sustainable and makes best use of our resources.

### Our Ambitions

In consultation with team members and tenants, we have established four key Strategic Ambitions to help us achieve our vision and mission. The ambitions have been developed to reflect national and local priorities, but they are very much ours – they reflect our values, our culture, and our determination.

They are:

- 1. To make our customers the focus of everything we do**
- 2. Provide more and better homes**
- 3. Be a stronger organisation**
- 4. Be a great place to work**

We have linked each of these ambitions with specific actions to ensure that performance is on target and outcome focused.

We will ensure the delivery of our Strategic Business Plan by having the right mix of people, knowledge, skills and commitment across our business, by effective governance/assurance and the requisite financial strength.



## **Strategic Business Plan 2022 -2025**

Osprey's Board agree an Annual Efficiency Statement, which is an integral part of the assurance process. It provides information on:

- Our approach to achieving value for money
- What we have achieved in the previous twelve months
- Our plans for the future



## Strategic Business Plan 2022 -2025

### **Delivering Ambition 1 – Make our customers the focus of everything we do**

We aim to ensure everything we do delivers great results for customers, and we commit to ensuring customers' influence our service standards and business decisions

Over the period of this plan, we aim to develop a closer relationship with the communities in which we operate; understand and respond to changing needs; deliver service improvements; do the right thing and provide real value in everything we do.

We will build on our qualities of being a caring, reliable, and responsive housing provider. We will continue to explore ways in which we can be more effective and efficient through innovation, improving our use of technology and modernising communications. We wish to exceed the requirements of the Scottish Social Housing Charter (SSHC) and excel at what matters most to our customers.

#### **We will achieve this through the following key actions and outcomes:**

##### **1. Good quality customer insight:**

- Understand the requirements and expectations of current and future customers.
- Use customer insight to design and develop our services and make informed decisions.
- Continue to develop effective ICT solutions to gather, store and use up to date customer information to give meaningful timely insight to our tenants.
- Improve the methodology and quality of our tenant satisfaction data collection, to gain better insight to understand our customers' requirements.

##### **2. Meaningful and inclusive customer engagement:**

- Ensure tenants continue to be involved and engaged in scrutinising the services we develop and deliver.
- Offer a range of ways to get customers involved at varying levels to suit their needs (e.g., formalisation of armchair groups/scheme champions).
- Use effective consultation methods providing real opportunity for tenants to feel engaged and informed in decision making.

##### **3. Offer a Digital First service to all customers:**

- Develop our Digital Services to provide an accessible, desirable service provision, fit for the future.
- Develop Digital Inclusion to support those of our tenants who feel digitally excluded whilst also enabling the same level of service through non-digital options for those who do not want or cannot access digital services.



## Strategic Business Plan 2022 -2025

### **4. Tenant Sustainment:**

- Provide high quality housing services to support and empower tenants to maintain successful tenancies.
- Develop, promote and implement pro-active tenancy sustainment practices that are embedded into service delivery.
- Be fair and supportive.
- Demonstrate our ability to deliver social value.

### **We will measure our success in the following ways:**

- Review and determine rent affordability on at least an annual basis.
- Assess levels of Digital Inclusion for further development.
- Benchmark performance and analyse performance failures when and where these emerge.
- Level and quality of feedback/engagement from and with tenants.
- Analysis of turnover and evaluation of reasons for tenancy terminations.
- Achieve Customer Excellence accreditation.
- Carry out social impact assessments.





## Strategic Business Plan 2022 -2025

### **Delivering Ambition 2 – Provide more and better homes**

We recognise that our homes are our biggest physical asset, so it is vital we look after them for the benefit of our tenants and the organisation.

Where it is in our power to do so, we aim to ensure that Osprey provides high quality sustainable homes that meet the needs and aspirations of our customers and the needs of our communities.

**We will achieve this through the following key actions and outcomes:**

#### **1. Understanding the aspirations of our customers and the needs of our communities**

- Deliver property management services that meet the aspirations of our customers by continually collecting and acting on satisfaction information.
- Clear awareness of the property needs of our communities and ensuring that we build new affordable homes, fit for the future, and with the best configuration of sizes and types that will facilitate viability and meet recognised local need.
- Continue to improve fuel efficiency and drive to eradicate fuel poverty through our new build specifications and capital programmes for existing homes.
- A responsive and well-informed Development Programme based on a sound but flexible Development Strategy.

#### **2. Good knowledge of our properties**

- Carry out regular stock condition surveys and collate information to ensure we know the current standards of our homes.
- Maximise the depth of knowledge of our field staff.
- Maximise the information held in our property database.

#### **3. Ensure we provide our services effectively**

- Ensure that all works are procured and managed effectively.
- Monitor the performance of our Contractors to ensure that it meets our expectations.
- Include environmental sustainability as a key factor in all aspects of the construction and maintenance of our housing and promote its objectives with our Contractors.
- Ensure effective Asset Management and Environmental Sustainability Strategies.



## Strategic Business Plan 2022 -2025

### **4. Sound financial projections**

- We will ensure that our financial projections are viable, accurate, current and provide sufficient funds to maintain and improve our housing in the long-term and facilitate a realistic fundable development programme.

### **We will measure our success in the following ways:**

- Annual review and evaluation of progress in delivering our Asset Management Strategy, designed to ensure we provide homes and services of a high standard to meet customer expectations.
- Delivery of our Development Strategy and particularly measurement against our current target of up to 50 new homes annually.
- Continue to develop and promote our Sustainability Strategy.
- Delivery of a financially balanced development programme with projections externally validated by our professional advisers.
- Regular analysis of performance on property lets to ensure we are meeting local needs, contributing effectively to the Local Housing Strategy, and meeting our social purpose.
- Review with our local authority partners how it may be possible and reasonable to help meet commitments to eradicate homelessness particularly in relation to the Rapid Rehousing Transition Programme and Housing First.



## Strategic Business Plan 2022 -2025

### **Delivering Ambition 3 – Be a stronger organisation**

We aim to be a stronger organisation, balancing our social purpose and our commercial focus. Our 30-year financial projections are based upon a prudent approach and realistic assumptions, taking into account what we know and what can be reasonably anticipated.

We will fund our operational requirements, including our life cycle programme, from income generated. Therefore, we only aim to borrow to fund new house building capital investment with refinancing options at appropriate points in the plan. We anticipate operating well within our banking covenants throughout the duration of the plan.

Our plan is stress tested robustly to ensure our business decisions are deliverable under a range of scenarios. However, the prudence of our assumptions will allow us to be agile and resilient.

We will also continually review our treasury strategy to ensure our planned growth, through new build development, is deliverable and we protect our liquidity through our continued growth.

Our rental stream must generate sufficient income for the organisation to cover overheads, wider operating costs and to service debts incurred in building new homes and investing in our stock. However, we are acutely aware of the financial pressures on tenants, and we are working extremely hard to create the right balance between income and rent affordability. We have reduced rent increases significantly over the last 5 years and we are now business planning for future increases that are in line with the Consumer Price Index (CPI). We will continue to apply intensive measures to maximise rent collection whilst supporting tenants to minimise the financial impact of housing costs and, when appropriate, manage their financial circumstances.

We will continue to provide meaningful tenant consultation opportunities in relation to rents, including wider business planning issues that determine rent levels.

We will continue to build on our achievements to date in the delivery of energy efficiency and carbon reduction methods through our stock investment programme and the modernisation of our business operations. We are committed to ensuring we both comply with legislative requirements set out in national targets and that we also promote best practice as a responsible and forward-looking organisation.

As a financially strong organisation with an excellent reputation for delivery of high quality homes and services, we will strive to exploit our increased capacity for business



## Strategic Business Plan 2022 -2025

improvement through increased analysis of performance, process mapping and benchmarking to deliver great results for people and communities.

### **We will achieve this through the following key actions and outcomes:**

#### **1. Key Performance Indicators**

- Deliver our key performance indicators, with particular emphasis on arrears, voids, financial indicators, and customer satisfaction.

#### **2. Efficiency**

- Continue to drive efficiency, productivity, and value for money (VFM) in all aspects of the business supported by our annual efficiency plan and VFM process.

#### **3. Continuous Improvement and Innovation**

- Drive continuous improvement throughout the business with the successful delivery of innovative solutions across our activities. This commitment to innovate with a clear purpose is a central feature of our approach, whether this be through the use of new processes and technology in our business operations or through the use of new techniques and products in the investment we make in our property assets.

#### **4. Collaboration**

- Developing our existing partnerships and keeping an open mind about new collaborations that may help us deliver on our priorities.

#### **5. Risk Management**

- Further develop and refresh our modernized approach to risk identification and mitigation. Separate sections of this plan look in more detail at risk management and SWOT analysis.

#### **6. Business Plan Objectives**

- Ensure our efforts, energy and resources remain clearly focused on achieving our business plan objectives and key outcomes.

### **We will measure our success in the following ways:**

- Conduct performance monitoring and benchmarking
- Strategic Risk Evaluation and Review
- IT Strategy (with analytics)
- Regulatory regime
- VFM/efficiency
- Achievement of Business Plan priorities
- Sustaining a high reputation



## Strategic Business Plan 2022 -2025

### Delivering Ambition 4 – Be a great place to work

We want to ensure our aims are clear and everyone in the organisation works together to deliver excellent services to all customers. Our values drive our culture and ensure that we respect everyone and their contribution to our continued success.

Osprey wants to make the most of the talents within our organisation and where possible of our tenants. We are committed to investing in the skills and potential of our team and Board members. In particular, we aim to be a great employer through engagement, empowerment and development of our people.

We will create and sustain a motivated and healthy staff team with opportunities for improving knowledge and performance. We will appraise staff regularly through a performance and personal development review process and recognise individual and team achievements.

We want to be a best practice employer and we are working towards key accreditations including Investors in People and Healthy Working Lives. We continually review the way we work and deliver services. Our services are aligned to help tackle our key priorities and, job profiles are competency based linking back to behaviours.

Our team and Board members ensure Osprey has a strong reputation with capacity and knowledge to influence. We encourage innovation and flexibility, and we fully recognise the value of developing partnerships – both existing and new.

### **We will achieve this through the following key actions and outcomes:**

#### **1. People matter**

- Provide a safe, comfortable, and professional working environment
- Create a pool of talented people who are willing and excited to be our employer brand ambassadors
- Continue to be an accredited living wage employer.

#### **2. People feel heard**

- Provide a fair and consistent two-way mechanism for monitoring and evaluating individual performance
- Provide opportunities and processes that pro-actively seek staff feedback that is valued and actioned.



## Strategic Business Plan 2022 -2025

### **2. People can grow**

- Provide staff with ongoing opportunities to learn, develop and grow both in job specific skills and wider social skills
- Take pride in providing a service that adds value to the world
- Support all our staff to fulfil their potential - a conscious decision on Osprey's part to nurture and facilitate all employee continuous development.

### **3. Leaders matter**

- Ensure an engaging leadership approach is embedded throughout the organisation, with emphasis on open communication and a creative, supportive, and accountable environment
- Strengthen and develop Managers
- Drive excellence throughout our governance, management, and staff teams.
- Support our Board
- Self-assessment and assurance to ensure compliance

### **4. People feel appreciated**

- Ensure that high performance is recognised and appreciated
- Reward loyalty to Osprey Housing Group.

### **We will measure our success in the following ways:**

- Achieve Investors in People (IIP) platinum status
- Successful implementation of hybrid working practices
- Robust succession planning
- Osprey Academy - In-house staff development programme
- Best place to work listings
- Achieve Healthy Working Lives (HWL) accreditation
- Regular staff engagement
- Board self-assessment
- Assurance Statement and SHR Engagement Plan
- Compliance (including with the Scottish Social Housing Charter)



## Strategic Business Plan 2022 -2025

### Performance - How We Manage and Monitor

Osprey has a clear framework of Key Performance Indicators (KPIs) in place, which are approved annually through the governance process. KPIs are reported and scrutinised quarterly through the Committee structure and shared with the full Board. The indicators are business critical and focus on our main operational activities. In addition, they also provide the necessary reporting vehicle for business outcomes, key regulatory requirements, and stakeholder (including funder) expectations.

The Senior Leadership Team monitor KPIs on a monthly basis. In turn, performance indicators are monitored by individual teams within the organisation and translated, as appropriate, to individual team member responsibilities and targets. Our KPI monitoring is closely aligned with the data required for the Annual Return on Charter (ARC). This return is a requirement of the SHR submitted annually and summarised through an annual report to tenants published in October of each year.

### Governance and How We Meet Regulatory Standards

The Board ensure that comprehensive evidence is available to them and scrutinised throughout each year. By so doing the Board are assured that Osprey complies with the regulatory requirements and standards set out in Chapter 3 of the SHR's Regulatory Framework. Each year the Board will carry out sufficient self-assessment and submit an Assurance Statement. Board members are directly involved in the ongoing development and monitoring of the evidence base that provides the necessary level of assurance.

Sources of assurance are mapped against regulatory requirements and standards in a detailed compliance register reviewed on an annual basis by the Board. 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 from the Chief Executive and Senior Leadership team
- Internal audit reports
- Reports and analysis from external auditors, appointed advisers and specialist consultant advisers who provide independent evaluation, feedback, and validation
- Consultation with Osprey Tenants and Residents Association and outcomes of scrutiny projects undertaken by the Association's Scrutiny Panel.
- Assessment of information submitted to regulatory bodies

Osprey's detailed 30-year financial projections underpin the Strategic Business Plan, and we carry out a full review of the projections at least annually.



## Strategic Business Plan 2022 -2025

### Appendix 1 - SWOT Analysis – April 2022 Review

STRENGTHS	WEAKNESSES
<p><b>Team culture</b> – both staff and board – clear common goal</p> <p><b>Staff team</b> – empowered, motivated and effectiveness of Hybrid working</p> <p><b>Board</b> – skill set and commitment</p> <p><b>Stock profile and future Growth</b> – geography, property types, meeting demand</p> <p><b>Performance</b> – consistency of KPI's and quality of service</p> <p><b>Financial stability</b> – organisational security</p> <p><b>Agility</b> – structure, size and effective approach to delegation</p> <p><b>Reputation</b> – positive local and national network as well as consistent tenant satisfaction outcomes</p> <p>Partnership working – engaging with high quality advisors and collaborative approach to sector partners</p> <p><b>Tenancy Sustainment</b> – service delivery focus on tenant based outcomes</p> <p><b>Regulatory status and compliance</b> – positive relationship with SHR</p>	<p><b>Affordability</b> – rents in higher quartile both nationally and locally against peers</p> <p><b>MMR stock</b> – Local market impact affected Business Plan projections and overall income associated with MMR properties</p> <p><b>Pension Review impact</b> – Review in progress however the staff consultation phase could potentially impact staff morale</p> <p><b>Board</b> – succession planning and potential to lose specific skill sets</p> <p><b>Staff team</b> – succession planning, with particular focus on Asset team from both leadership and officers beyond the next two years</p> <p><b>Performance</b> - Risk to potentially become complacent if organisation in 'comfort zone'</p>
OPPORTUNITIES	THREATS
<p><b>Growth</b> - Known grant commitment from Scottish Government to maximise growth</p> <p><b>Digital development</b> – enhance ways of working, communication and engagement</p> <p><b>ESG</b> – early adoption of ESG into culture will set organisation ahead in sector and add to organisational strength through commitment to sustainability</p> <p><b>USP development</b> – post ToE to progress developing organisational brand including social media presence and communication methods</p> <p><b>Service delivery improvements</b> – driven by equalities work and tenant data – opportunity drive service delivery outcomes</p> <p><b>Tenant engagement</b> – facilitated by digital and equality processes – opportunity to make engagement more meaningful</p>	<p><b>Economy</b> – cost of living impact potential to impact tenants, KPI's and income management of organisation.</p> <p><b>Supply Chain</b> – impact on development and maintenance costs – short and long term</p> <p><b>Delivery of Housing 2040 agenda</b> – how we organisationally balance EESSH investment with affordability</p> <p><b>Financial</b> – inflation and interest rate trends and impact on business plan and long term assumptions</p> <p><b>Cyber</b> – security and fraud risks heightened</p> <p><b>Political change</b> – the unknown/instability of political circumstances, nationally and world wide create challenge in risk mitigation</p> <p><b>Regulatory</b> – potential changes to legislation, compliance and intervention</p>