



**MEETING OF THE OSPREY HOUSING BOARD  
26 FEBRUARY 2025 10:00 – WESTHILL OFFICE AND TEAMS**

Present: Brian Watson, Director OH Board, Chair, (BW)  
Les Allan, Director OH Board: Vice Chair (LA)  
Douglas Bodie, Director OH Board (DB)  
Brian Topping, Director OH Board (BT)  
Rab Hepburn, Director OH Board (RH)  
Jonathan Young, Director OH Board (JY)  
Stuart Robertson, Director OH Board (SR) (Via Teams)  
Simpson Buglass, Director OH Board (SB)  
Colin Hawkins, Director OH Board (CH)  
Claire Gibson, Director OH Board (CC)  
Alison Mitchell, Director OH Board (AM)  
Lauren Allan, OH Board Apprentice (LaA)  
Niamh Johnstone, OH Board Apprentice (NJ) (Teams)

Apologies: Mike Scott, Director OH Board, (MS)  
Kay Diack, Director OH Board (KD)  
Raymond Edgar, Director OH Board (RE)  
John Connelly, Director OH Board (JC)

Attending: Stacy Angus, Chief Executive Officer, Osprey (CEO)  
Gary Walker, Director of Finance, Osprey (DOF)  
Clare Ruxton, Director of Corporate Services (DCS)  
Dan Thompson, Director of Housing Services, Osprey (DHS)  
Ryan Swan, Director of Assets, Osprey (DOA)  
Sofia Redford, Corporate Services Officer, Osprey (CSO) (Minute)  
Jane McWhirr, Sustainability Officer, Osprey (SO) Bitesize briefing only  
Elaine Byrne, Consultant, Arneil Johnston, (EB) Item 5 only

| Minute No | Subject  | Action       |
|-----------|--|--------------|
| <b>1</b>  | <b>Welcome and Apologies</b><br><br>Apologies as noted above.  | <b>Chair</b> |
| <b>2</b>  | <b>Declarations of Interest</b><br><br>There were no changes to the standard declarations.   | <b>Chair</b> |
| <b>3</b>  | <b>Minutes of meeting held on 27 November 2024</b><br><br>The minute of the Board meeting held on 27 November 2024 was agreed as a correct and accurate record.<br><br><b>Approval of the minute was proposed by BT and seconded by SB.</b>  | <b>Chair</b> |
| <b>4</b>  | <b>Matters Arising</b><br><br>The CEO gave a verbal update on the Rent Harmonisation project., confirming all notifications had been issued to tenants and implementation on track for 1 <sup>st</sup> April 2025.   | <b>Chair</b> |
|           | <b>Remembering Carl Nelson</b><br><br>The Board remembered Carl Nelson, a founding Board member of Aberdeenshire Housing Partnership who had recently passed away.   | <b>CEO</b>   |
|           | <b>Bitesize briefing</b><br><br>The SO gave a Bitesize briefing presentation on the topic of Air Source Heat Pumps, how they work, what properties they are suitable for, why they are beneficial to our tenants, why they are efficient and Osprey's plans for using them. The presentation also included Scottish Government Energy and Sustainability Policy updates. | <b>SO</b>    |

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|           | <b>Items for Decision/Approval/Endorsement</b>  |        |
| 5         | <p><b>Presentation by Elaine Byrne, Arneil Johnston – Business Plan Review</b></p> <p>CEO outlined the key decisions that were linked and underpinned within the cover report and associated appendices, the Business Plan and this year's budget approval requirements and introduced Elaine Byrne (EB) of Arneil Johnson (AJ).</p> <p>EB informed the Board that Arneil Johnston had been commissioned to undertake a financial health check on the 2025/26 Business Plan to review the assumptions applied and the outcomes forecast for both the 5 and 30 year Business Plan in light of current economic and sector trends. This independent review provides the Board with assurance that the 2025/26 Budget and Baseline Business Plan has been based on realistic and prudent assumptions and evidences future viability.</p> <p>Items considered were:</p> <p>Rent affordability<br/>Baseline Business Plan<br/>Financial Viability<br/>Risk and Sensitivity Analysis</p> <p>The Board noted that the average rent for each property size sits well below the current LHA for each of the 3 local authorities. They also sit below the average rent levels of our local peer RSLs.</p> <p>Applying equalised income factors to 2024/25 average rents, with the exception of UC single and UC couples in larger property households, all households devote less than 30% of income on rent and therefore are deemed affordable. Applying a 3.7% rent increase made up of 2% from the ongoing rent harmonisation and 1.7% CPI for 2025/26 will improve affordability when using NLW as an income level.</p> <p>Osprey rent increases over the last five years have been significantly lower than increases in minimum income levels demonstrating that Osprey has mitigated some of the cost-of-living pressures being experienced by its tenants.</p> <p>The assumptions in relation to inflation (including rent increases), expenditure, investment profile, development programme, as well as debt profile, cash position, convenience compliance and the risk and scenarios were tested against the plan.</p> | DOF    |

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| 5.1       | <p>Key outcomes noted:</p> <ul style="list-style-type: none"> <li>• New build houses add a significant amount to the Plan by boosting income over the 30 year period.</li> <li>• Rent affordability position has improved from the previous year</li> <li>• The cost for the Scottish Housing Net Zero Standard has been included in the Business Plan. As a result, the investment per unit for Osprey over the next 30 years sits at £100K.</li> <li>• Osprey is in a good position due to the profile of its stock and at present 93% of properties have a grade C or above EPC rating.</li> <li>• OTRA have been engaged in the rent setting process.</li> <li>• The Business Plan includes 76 new build units per year for year 1 (2025/26) with a further 180 aspirational units split over the next three years.</li> </ul> <p>Key recommendations noted:</p> <ul style="list-style-type: none"> <li>• The Business Plan to be kept under review throughout the year with any material variances, especially inflation movements.</li> <li>• Continue to monitor new build development programme and update model with any material changes.</li> <li>• Continue to closely monitor performance of arrears and voids.</li> <li>• Assess SHNZS investment requirements once new standard is published.</li> <li>• Review investment requirements and consider further smoothing of expenditure and/or extending lifecycles. Replacement costs/lifecycles should be reviewed for new technologies.</li> <li>• Continue to monitor budget variances and risks and should there be a material change to the assumptions the plan should be reviewed.</li> <li>• Consider adopting revised rental strategy of CPI plus in the short to medium term, taking account of the rent affordability impact.</li> </ul> <p>The Board was asked to consider the presentation with a view to reaching a decision relating the short, medium, and long term viability of the Business Plan's commitment to deliver services, improvements, and growth in line with the revised plan and take the following decisions:</p> <p><b>Approve a rent increase of 1.7% taking account of both the rent consultation outcomes and the benchmark affordability data provided:</b></p> <p>This increase is in addition to the Rent Harmonisation outcomes also to be applied from 1 April 2025.</p> <p><b>The Board unanimously approved a rent increase of 1.7% to be applied from 1 April 2025.</b></p> | DOF    |

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| 5.2       | <p><b>Approve a 2.5% cost of living award for staff.</b><br/> The Board noted that this was in line with the recommendation from both the Remuneration and R&amp;G Committees. The Board further noted that the Remuneration Committee had recommended a caveat for a mid-year review in the event of a significant increase of inflation.</p> <p><b>The Board unanimously approved a Cost of Living increase of 2.5% for all staff to be applied from 1 April 2025.</b></p>  | DOF    |
| 5.3       | <p><b>Approve the Treasury Management Strategy for the financial year 2025/26.</b></p> <p>The Board noted that the strategy had been prepared in conjunction with the annual review of the TM Policy and was recommended for approval by the R&amp;G Committee.</p> <p><b>The TM Strategy was unanimously approved.</b></p>   | DOF    |
| 5.4       | <p><b>Approve the 2025/26 Budget</b></p> <p>The Board noted that the budget had been scrutinised and recommended for approval by the R&amp;G Committee and had been prepared on the basis of a comprehensive review of all income/expenditure for the year commencing April 2025. All costs had been reviewed in light of representations made by Budget Holders.</p> <p><b>Having considered and approved items 5.1, 5.2 and 5.3 the Board unanimously approved the 2025/26 Budget.</b></p>  | DOF    |
| 6         | <p><i>Elaine Byrne left the meeting</i></p> <p><b>Chief Executive's Report</b></p> <p>The CEO presented her report to enable the Board to address the following:</p> <ul style="list-style-type: none"> <li>• Being kept informed of progress against the overall Business Strategy, identifying emerging strategic considerations and highlighting any specific strategic and operational matters that may influence Business Plan objectives (not otherwise covered by a separate report).</li> <li>• Approving and endorsing policies/strategies/new initiatives and noting key issues and outcomes from the committees.</li> <li>• Highlighting any specific/new matters for assurance and risk consideration.</li> </ul> | CEO    |

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|           | <p>Decisions taken during the period under delegated authority through the fast-track process were considered for ratification under a separate agenda item.</p> <p><b>Policy/Strategy Approvals</b></p> <p>The following policies and strategies had been reviewed by the relevant committee(s) and recommended for approval:</p> <ul style="list-style-type: none"> <li>• Allocations Policy</li> <li>• Rent Setting Policy</li> <li>• Service Charge Policy</li> <li>• Repairs and Maintenance Policy</li> <li>• Standing Orders</li> <li>• Flexi Time</li> <li>• Dignity at Work</li> </ul> <p><b>The Board:</b></p> <ul style="list-style-type: none"> <li>• <b>Unanimously approved the policies.</b></li> </ul> <p><b>Committee Outcomes</b></p> <p>The Remuneration Committee met on 16 January, Housing and Corporate Services Committees met on 29 January, and the Resource and Governance Committee met on 20 November. The following items, not otherwise subject to a separate agenda item/report at today's meeting were discussed/noted.</p> <p><b>Remuneration Committee – the following items were agreed and noted:</b></p> <ul style="list-style-type: none"> <li>• <b>Pay Award 2025/26</b> – This was covered under item 5.2 on today's agenda. The board noted the update on the EVH pay negotiations.</li> <li>• <b>Grading Review Asset</b> – A verbal update had been given on a regrading request submitted by the AMAs. The Board noted that this had now been completed.</li> </ul> <p><b>Corporate Services Committee – the following items were agreed and noted:</b></p> <ul style="list-style-type: none"> <li>• Demonstration of the newly acquired Breathe HR system.</li> <li>• Discussion on this year's Board Member appraisal process</li> <li>• Monitoring of progress on the revised Governance Plan</li> <li>• Cyber security update</li> </ul> <p>The Board noted that for the third CS Cttee meeting BW had attended as a substitute to ensure the meeting was quorate. It was noted that the CS Committee had one less member than other Committees and therefore Board was asked to seek a volunteer to join the CS Committee until the next AGM.</p> |        |

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|           | <p><b>Housing Committee – the following items were agreed and noted:</b></p> <ul style="list-style-type: none"> <li>• Tenancy Support Report including case studies of good practice.</li> <li>• Tenant participation update including progress with the current scrutiny project.</li> </ul> <p><b>Resource and Governance Committee – the following items were agreed and noted:</b></p> <p>The Committee received a Treasury Management update on the:</p> <ul style="list-style-type: none"> <li>• recent reduction of 0.25% in BoE base rates to 4.5%.</li> <li>• RCF balance and latest SONIA rate level.</li> <li>• the formal request to Lloyds for the removal of MRI from the Interest Cover covenant received credit approval on 23<sup>rd</sup> January 2025. It will be amended to a 1-year EBITDA test with a threshold of 140%.</li> <li>• valuation of the stock secured to Lloyds.</li> <li>• valuation of the unencumbered housing stock.</li> </ul> <p><b>Strategic / Business Planning Issues</b></p> <p><b>IT Service Contract - Update</b></p> <p>The Board noted that the tender process was underway. Four tenders were received, and three shortlisted organisations were interviewed on 17 February. As a result of the tender process, interviews and reference reports it was confirmed that Euro Systems IT will be appointed to take over the Osprey IT Service Contract from 1 July 2025. The procurement standstill period is still live at present however contract will be progressed in due course.</p> <p><b>SFHA Policy Updates</b></p> <p>The Board noted that the SFHA had published an update within its Get Governance series which was covered in detail under item 8 on today's agenda.</p> <p>The following documents will be reviewed in the coming months:</p> <ul style="list-style-type: none"> <li>• Governing body member annual review</li> <li>• Senior staff succession planning and recruitment</li> <li>• Model Entitlements, Payments and Benefits Policy</li> </ul> |        |

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|           | <p><b>Scottish Housing Regulator – Update</b></p> <ul style="list-style-type: none"> <li>• <b>ARC review</b> – The Board noted the outcome of the review of the ARC Indicators and the associated consultation.</li> <li>• <b>Empty homes – Information request</b> – The SHR had issued a letter with a data request on empty homes in the context of the housing emergency on behalf of the Scottish Government. The Board noted that with the exception of the Craigievar development, which is undergoing refurbishment, Osprey has very few empty homes or long term voids.</li> <li>• <b>Annual Engagement Plan</b> – The Osprey is expected early March and will be circulated to the Board once received.</li> </ul> <p><b>Environmental Sustainability Working Group</b></p> <p>The Board noted that the ESWG will restart from May 2025 following a hiatus, due to the delay in the Scottish Government Net Zero guidance document. LA, SB and CG agreed to continue on the Group with a further two to be identified, preferably from the Housing Committee.</p> <p><b>Housing Emergency – ACC update</b></p> <p>The Board noted that the CEOs of the local RSLs have met on a number of occasions with the leadership at ACC responsible for housing and communities and advised that the RSLs are available to support the situation. A response plan from the ACC is currently being drafted and is due for immediate consultation.</p> |        |
|           | <p><b>Moray Area Office</b></p> <p>The Board noted that following the closure of the Elgin office and the rental of desk space at the Moray Council Annex building, for the Moray based staff, usage has been limited. Meetings with the staff have continued to gain a better understanding of their requirements and the need to provide the best service for tenants in the area.</p> <p><b>Strategic Plan Review and Strategy Day 26 March 2025</b></p> <p>The Board noted the programme for the training and strategy day on 26 March which will include the approval of the updated Strategic Plan.</p> <p><b>The Board:</b></p> <ul style="list-style-type: none"> <li>• <b>Approved the suite of policies and strategy documents listed above.</b></li> <li>• <b>Considered and supported other key recommendations / proposals / actions highlighted in the report including those outcomes from each of the Committees.</b></li> <li>• <b>Noted the report.</b></li> </ul>  |        |

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|           | <i>At this point the agenda was suspended and item 12 considered</i>   |            |
| <b>12</b> | <p><b>Procurement Strategy</b></p> <p>The CEO presented the Procurement Strategy for 2025/26 for approval.</p> <p>The Board noted that this is the introduction of an annual document providing an overview of Osprey's strategic approach to procurement and to give a clear direction to what Osprey wants to achieve on an annual basis.</p> <p>The aims of the strategy are:</p> <p>Value for Money – that all regulated procurements will deliver VfM</p> <p>Communication – that all regulated procurements will be carried out in compliance with its duty to act in transparent and proportionate manner.</p> <p>Sustainability - that all regulated procurements will be carried out in compliance with the sustainable procurement duty.</p> <p>Promoting the Living Wage – by promoting payment of the Living Wage by suppliers and contractors.</p> <p>Promoting Fair Work First – by promoting fairness, dignity, and the rights of workers and promoting its Fair Work First Statement.</p> <p>Equality and Diversity – by ensuring that its regulated procurements will be carried out in compliance with its duty to treat relevant economic operators equally and without discrimination.</p> | <b>CEO</b> |
|           | <p><b>The Board:</b></p> <ul style="list-style-type: none"> <li><b>Approved the Procurement Strategy for 2025/26</b></li> </ul> <p><i>DB left the meeting.</i></p>   |            |
| <b>7</b>  | <p><b>Development Report</b></p> <p>The DoA presented a report updating the Board on the current progress with respect to Osprey's current and future new-build development works.</p> <p>Current / Live Developments:</p> <p><b>Aberdeen City</b></p> <p>Ellon Road, BoD – 6 units, Completed and handed over 13 January 2025</p> <p>Pine Trees Mews, Countesswells – 5 units – Completed and handed over 4 November 2024.</p> <p><b>Aberdeenshire</b></p> <p>Fair Isle Crescent, Peterhead – 25 units – anticipated completion July 25.</p> <p>Coreen Road, Alford – 2 units – Completed and handed over mid-November.</p>   | <b>DA</b>  |

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|           | <p><b>Moray</b><br/> Kinneddar Meadows, Lossiemouth – 10 units – 6 units completed and handed over mid-November, remaining 4 units expected to be handed over w/c 17 February (2 units) and w/c 10 March (2 units).</p> <p><b>Future developments</b><br/> Snowdrop Gardens, St Cyrus, Phase 2 - 15 units, Snowdrop Developments.<br/> Linton Mews, Gourdon - 12 units, Fotheringham Homes</p> <p>Kinneddar Phase 3, Lossiemouth, 8 units, Tulloch of Cummingston. HAG funding has been approved from 1 April 2025, with Osprey front funding prior to the HAG release. Front funding had been approved by the Chairs Group.</p> <p>Craigievar Crescent – the purchase of the former student accommodation property was completed on 20 January 2025. Following a competitive pricing exercise, Doric Home Improvements have been appointed to complete the upgrade/refurbishment work identified. Work is expected to commence w/c 10 Feb with completion expected mid-March 2025.</p> <p><b>Development Specifications</b><br/> The Board noted that the following specification changes had been approved by the Housing Committee at its meeting in January:</p> <ul style="list-style-type: none"> <li>• Lawn finish – all rear gardens to have turf laid as part of the works, not seeded.</li> <li>• All rear gardens to have an external cold-water tap fitted.</li> <li>• All external entrances to the house will have a switched PIR bulkhead light (not just the front door).</li> </ul> <p>Door numbering to be provided and installed prior to handover.</p> <p><b>Redacted</b><br/> </p> |        |

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|           | <p><b>The Board:</b></p> <ul style="list-style-type: none"> <li>• Noted the contents of the report, including the development performance.</li> <li>• Noted and endorsed the appraisal document for Lossiemouth Phase 3 as approved via the Chairs Group.</li> <li>• Commended the staff team for their work</li> </ul>  | DoA    |
| 8         | <p><b>Governance Update</b></p> <p>The DCS presented a report updating the Board on Governance issues.</p> <p><b>Governance Action Plan</b></p> <p>Work has continued to progress the items identified by the Assurance Working Group during the 2024 self-assurance process. It was recommended that the AWG should reconvene to perform the self-assessment process for 2025.</p> <p><b>SFHA Guidance</b></p> <p>The Board noted that the SFHA had published an updated guidance on succession planning for Board members. Although many of the best practice items highlighted in the guidance is already covered in Osprey's Board Membership Policy it was recommended that the review of this policy should be brought forward to the next governance cycle to ensure all best practice recommendations are included in the policy. The Board further noted that the guidance contained several best practice examples from Osprey.</p> <p><b>Board Member Appraisals</b></p> <p>The Board noted that planning is under way for the Board Members performance reviews and more details will follow shortly. It is anticipated that the reviews will take place during the first week of May.</p> <p><b>Contractor Management Policy</b></p> <p>During implementation of the new Contractor Management Policy it became evident that section 3.2, dealing with compliance, requires adjustment with a higher level of compliance for our major contractors with tenant facing services than for our non-tenant facing contractors and consultants. It was proposed that the register be prioritised as follows:</p> | DCS    |

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|           | <ul style="list-style-type: none"> <li>• Tenant facing contractors monitored on an annual basis. Contractors will be given three warnings. Should they fail to provide the appropriate documentation their accounts will be suspended, and they will be given no work until the documentation is provided.</li> <li>• Non tenant facing contractors/suppliers and consultants monitored when contracts are renewed or every three years whichever comes first.</li> </ul> <p><b>Committee Review</b></p> <p>It was proposed that as part of the upcoming SoDA review the remits and titles of the three Sub Committees and in particular the CS and R&amp;G Committees be reviewed to ensure they remain relevant and effective to support the overall governance structure. A proposal will be taken to the 26 March meeting.</p> <p><b>The Board:</b></p> <ul style="list-style-type: none"> <li>• <b>Noted the report</b></li> <li>• <b>Reviewed and noted the progress being made on the Governance Plan.</b></li> <li>• <b>Agreed to review the Board Membership Policy in light of new SFHA guidance at the next governance cycle.</b></li> <li>• <b>Noted and agreed the plans for this year's Board Member Appraisals and the Assurance Working Group</b></li> <li>• <b>Noted the proposal for the Committee review as part of the SoDA review.</b></li> </ul> |        |
|           | <i>Standing Orders were suspended for 30 minutes</i>   |        |
| 9         | <p><b>Risk Register Review</b></p> <p><b>The CEO presented a report providing the Board the opportunity to review and update the Osprey Risk Register.</b></p> <p>The Board noted that the SHR had published their annual risk statement. The key risk they will focus on this year are:</p> <ul style="list-style-type: none"> <li>• Homelessness</li> <li>• Performance in delivering services</li> <li>• Development</li> <li>• Quality of homes</li> <li>• Tenant and resident safety</li> <li>• Financial health of RSLs</li> <li>• Good governance of RSLs</li> </ul>  | CEO    |

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|           | <p>The company wide proposed changes were:</p> <ul style="list-style-type: none"> <li>• <b>Strategic Risks</b> <ul style="list-style-type: none"> <li>○ All scores remain the same.</li> <li>○ Updates to Mitigation/Controls and Remarks highlighted in yellow</li> </ul> </li> <li>• <b>Financial Viability</b> <ul style="list-style-type: none"> <li>○ FV01 – Likelihood reduced from 6 to 4 as economy appears to be steadyng</li> <li>○ FV02 – Likelihood reduced from 6 to 4 as management accounts scrutiny even more robust</li> <li>○ Updates to Mitigation/Controls and Remarks highlighted in yellow</li> </ul> </li> <li>• <b>Asset Management</b> <ul style="list-style-type: none"> <li>○ AM03 – Likelihood reduced from 6 to 5 as management actions from recent audit have been incorporated into procedures</li> <li>○ AM04 – re-wording of actual risk to 'Being unprepared to deal with extreme weather incidents (flooding, storm, snow, etc.)</li> </ul> </li> <li>• <b>Housing Management</b> <ul style="list-style-type: none"> <li>○ All scores remain the same.</li> <li>○ Updates to Mitigation/Controls and Remarks highlighted in yellow</li> </ul> </li> <li>• <b>Corporate and Governance</b> <ul style="list-style-type: none"> <li>○ All scores remain the same.</li> <li>○ Updates to Mitigation/Controls and Remarks highlighted in yellow</li> <li>○ C07 – New risk added to the register to cover the re-tender project and the implementation of the new IT support contract. Risk is assessed as green.</li> </ul> </li> </ul> <p><b>The Board:</b></p> <ul style="list-style-type: none"> <li>• <b>Reviewed and approved the proposed changes to the Risk Register.</b></li> <li>• <b>Noted the contents of the SHR Risk Focus document.</b></li> </ul> |        |
| 10        | <i>NJ left the meeting</i>  | CEO    |
| 10        | <p><b>KPI Targets – 2025/26 proposals</b></p> <p>The Board reviewed the proposed KPI targets for 2025/26 and noted some minor amendments from the 2024/25 targets including:</p> <ul style="list-style-type: none"> <li>• No. of properties let within target reduced.</li> <li>• The average number of days taken to complete non-emergency repairs and % of repairs completed within target timescales increased marginally.</li> </ul>   | CEO    |

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| <b>10</b> | <ul style="list-style-type: none"> <li>changes introduced to the complaint's indicators in line with ARC changes.</li> <li>The SLT will highlight any exceptions, and a detailed cover report will be provided to supplement the current spreadsheet.</li> </ul> <p>Financial targets are in line with the proposed budget.</p> <p><b>The Board:</b></p> <ul style="list-style-type: none"> <li><b>Approved the KPI targets for 2025/26.</b></li> </ul>   |            |
|           | <i>SB left the meeting</i>  |            |
| <b>11</b> | <p><b>Asset Management Strategy</b></p> <p>The DoA presented the Asset Management Strategy for approval.</p> <p>The Board noted that this is an annual review of the Asset Strategy providing an overview of Osprey's current position, current intentions, and future aspirations in relation to its assets and also defined how Osprey will deliver integrated asset management throughout the organisation.</p> <p>The key deliverables for the 2025/26 year are:</p> <ul style="list-style-type: none"> <li>Implementation of revised Procurement framework for component renewal</li> <li>Continue step change towards replacing off gas heating systems with clean heating solutions</li> <li>Review of key stock condition survey data to update investment projections</li> </ul> | <b>DoA</b> |
| <b>11</b> | <ul style="list-style-type: none"> <li>Implementation of the component module on Homemaster to manage our stock data effectively and link to the Property Evaluation Tool (PET)</li> <li>A survey of all non-traditional stock with a specific action plan on how we intend to manage and invest in these properties long term</li> <li>When the Scottish Government Net Zero Standards are published, complete a review on how this impacts Osprey and factor this into this Strategy from 2026 going forward.</li> </ul> <p><b>The Board:</b></p> <p><b>Noted and approved the Asset Management Strategy for 2025/26.</b></p>   | <b>DoA</b> |
| <b>12</b> | <i>This item had been taken earlier in the meeting.</i>   |            |

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|           | <b>Items for Discussion/Consideration</b>   |            |
| <b>13</b> | <p><b>Performance Results (Quarter 3 2024/25)</b></p> <p>The CEO presented the Q3 KPI (Key Performance Indicators) figures. It had been a good quarter resulting in a consistent performance across the KPIs. Particular notice was drawn to the increase in arrears during December and that this was in line with previous years trends and is now recovering. There had been a reduction in the number of high-level arrear cases. The average days to complete medical adaptations are reducing. There had been an increase in the number of complaints which was attributed to a review of the recording in HomeMaster.</p> <p><b>The Board:</b></p> <ul style="list-style-type: none"> <li>• Noted the results</li> </ul>   | <b>CEO</b> |
| <b>14</b> | <p><b>Financial Performance (Quarter 3 2024/25)</b></p> <p>The DoF presented a report detailing the financial outcomes for the quarter ended 31 December 2024.</p> <p>The results for the period are excellent with most areas ahead of expectations. Rental income is as per the forecast with overall income slightly ahead of budget. Overall expenditure is also better than budgetary expectations.</p> <p>Area's worthy of consideration were:</p> <ul style="list-style-type: none"> <li>• Reactive maintenance costs are £44k more than budget. However, this includes £58k of insurance claim related expenditure which is substantively matched by £50.5k of income received from our insurers. The net position is effectively £7k ahead of the budget position. This will continue to be monitored closely.</li> <li>• Void maintenance costs are £18k below budget, identical to the position at the end of Q2. This will continue to be monitored closely.</li> <li>• Cyclical Maintenance costs are £20k above budget. This is due to increases in factoring costs as factors contracts unwind and are impacted by the previous hikes in inflation. This should begin to level out by the end of the financial year.</li> <li>• Loss on disposal of assets are significantly lower reflecting continuing delays to the component renewal programme.</li> </ul> | <b>DoF</b> |

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|           | <ul style="list-style-type: none"> <li>• Other Costs – This relates to works to the ground floor to facilitate its letting and some residual OIL costs. There will be further expenditure in Q4 as £23k of development costs for aborted projects in Moray are written off.</li> <li>• Bad Debt provision is 49K higher than budget, deteriorating from the Q2 position of £29k but marginally ahead of the position at the end of Q1 (£54K).</li> <li>• Inflation (CPI) is currently 2.5%. It is expected to remain above the Government target of 2.0% for the remainder of the year.</li> </ul> <p>There remains £22M available via the Revolving Credit Facility to fund future development activities.</p> <p>The balance sheet remains strong with net reserves of £33.4M and cash balances of £2.4M.</p> <p>The Quarter end results are covenant compliant.</p> <p><b>The Board:</b></p> <ul style="list-style-type: none"> <li>• <b>Noted the contents of the report</b></li> </ul>  |        |
| 15        | <p><b>Asset Management Report</b></p> <p>The DoA presented a report updating the Board on the current progress with respect to various programmes of work that the Asset Department are progressing.</p> <p>The report had previously been reviewed in detail by the Housing Committee. Particular notice was drawn to:</p> <ul style="list-style-type: none"> <li>• Main contractor Heatcare had been acquired by the Cardo Group in January 2025. To date this has not had any impact on service delivery, but this continues to be monitored.</li> <li>• The painter work framework contract with Bells Group is due to conclude following the 2025 painter work programme and is a change to what has been previously reported. Following a review of future programmes it has been identified that this should be allocated to a national framework with Bells Group identified as being widely accepted to be the company of choice for the area in which Osprey operates. A procurement exercise will be completed in quarter 3 with the assistance of the Scottish Procurement Alliance, or equal, to allow for the appointment of Bells Group for the upcoming painter works programme.</li> <li>• Following a robust recruitment process, Irene Madden had been appointed to the Senior Asset Officer post.</li> </ul> <p><b>The Board:</b></p> <ul style="list-style-type: none"> <li>• <b>Noted the contents of the report.</b></li> </ul> | DoA    |

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| 16        | <p><b>SHR Business Planning Guidance</b></p> <p>The CEO presented a report providing the Board with the final publication of the SHR Business Planning Guidance and to review and discuss any improvements or implications for Osprey.</p> <p>The Board noted that this was the first review of the guidance since 2015 and now includes considerations such as inclusion of Net Zero costs, the economic context and risk management. The SHR Guidance emphasises the following points as key for RSLs to consider during the Business Planning:</p> <ul style="list-style-type: none"> <li>• Vision and Mission</li> <li>• Informed Consent and the role of the Governing Body</li> <li>• Value for Money</li> <li>• Rent Affordability</li> <li>• Risk Management &amp; Mitigation</li> <li>• Asset Management</li> <li>• Treasury Management</li> <li>• Stakeholder Management</li> <li>• Financial Planning</li> <li>• People Management</li> </ul> <p>The Regulatory Standards must be considered during strategic business planning and should be applied in a way that is proportionate to the RSLs size and profile.</p> <p>The key headline considerations for Osprey are identified as:</p> <ul style="list-style-type: none"> <li>• VfM Statement/Strategy - introduction of VfM to support the Strategic Plan</li> <li>• Future Investment and a fully costed delivery plan of the Asset Strategy – this is in progress</li> <li>• Cash Flow and Financial Reporting – new systems in place for monthly reporting mechanisms</li> <li>• Appropriate Challenge and Advice through strong governance</li> <li>• Risk Strategy – ensure this remains robust particularly during uncertain times</li> <li>• Financial Health Check – integrated into annual review with AJ</li> </ul> <p><b>The Board:</b></p> <ul style="list-style-type: none"> <li>• <b>Noted the contents of the report and in particular the SHR guidance in relation to effective business planning.</b></li> <li>• <b>Considered the areas highlighted within the report regarding Osprey's approach going forward.</b></li> </ul> | CEO    |

| Minute No | Subject   | Action |
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| 17        | <p><b>Health &amp; Safety Update</b></p> <p>The CSO provided a full overview of current Health and Safety arrangements.</p> <p>The Board noted:</p> <p>Items considered by the H&amp;S Committee.<br/>Incidents and near misses reported during the period.<br/>Annual update to the HSCM.<br/>The progress on the item identified in Action Plan following the three H&amp;S audits carried out during 2024.</p> <p><b>The Board:</b></p> <ul style="list-style-type: none"> <li>• <b>Noted the contents of the report</b></li> <li>• <b>Note the H&amp;S action plan</b></li> </ul>   | CSO    |
| 18        | <p><b>Items for Information and Assurance</b></p> <p><b>Internal Audit 2025/26 Plan</b></p> <p>The CEO presented a report providing the Board with the internal audit plan for financial years 2025/26 and 2026/27 which had been approved by the R&amp;G Committee at their meeting on 12 February 2025.</p> <p>The following subjects are to be audited:</p> <p><b>2025/26</b></p> <ul style="list-style-type: none"> <li>• Complaints Handling (Replaces Rent Restructuring)</li> <li>• Corporate Governance</li> <li>• Reactive Repairs (Re-audit following the 2024 outcomes)</li> </ul> <p><b>2026/27</b></p> <ul style="list-style-type: none"> <li>• Void Management</li> <li>• GDPR</li> <li>• Net Zero</li> <li>• Rent Restructuring (Moved from 2025/26 plan. The RR will be in its second year of implementation and will at this point allow for the full process to be scrutinised).</li> </ul> <p><b>The Board:</b></p> <ul style="list-style-type: none"> <li>• <b>Approved the proposed internal audit plan outlined for 2025/26 and 2026/27 financial years.</b></li> </ul> | CEO    |

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| <b>19</b> | <b>AOB – There were no AOB items</b>  |        |
| <b>20</b> | <b>Date of next meeting</b><br><br>Wednesday 26 March 2025 at 13:30 Westhill Office/Hybrid<br>Wednesday 28 May 2025 at 10:00 Westhill Office/Hybrid |        |

The meeting closed at 13:30

Signed:

Date: