

# 3 Perspectives - Independent Assurance to support your Business Planning



3 Perspectives is an innovative service designed specifically for Scottish Registered Social Landlords (RSLs).

It provides expert and independent assurance that your plan delivers for tenants and service users, while meeting the rigorous standards set by the Scottish Housing Regulator.

Provided by Kirsty Wells, Martin Wilkie-McFarlane, and Ian Brennan this service brings together unique, complementary viewpoints to strengthen your organisation's strategic foundation.





Scottish Registered Social Landlords (RSLs) operate in a dynamic environment, balancing stewardship of community assets with delivering fair, reliable, high-quality housing services.

The Scottish Housing Regulator (SHR) requires RSLs to demonstrate financial sustainability, sound governance, fairness, transparency, and genuine responsiveness to tenants' and service users' needs and rights. Business planning is the bedrock of operational effectiveness and regulatory compliance.

A robust business plan is a living document that must embody fairness and inclusiveness, reflect current best practice, and anticipate future challenges.

# 3 Perspectives



## **Our service offers RSLs great value:**

- Independent and holistic review of your existing business plan
- Expert assessment against Scottish Housing Regulator guidance
- Practical recommendations to enhance fairness for tenants and service users
- In-depth feedback from sector leaders
- The service is structured around three distinct yet interconnected angles, each adding value through specialist experience and insight

### **Perspective One**

Strategic Governance  
and Tenant Voice

### **Perspective Two**

Operational Delivery and  
Community Impact

### **Perspective Three**

Regulatory Compliance  
and Best Practice



## **Strategic Governance and Tenant Voice**

Kirsty, a leading consultant in social housing strategy and governance, brings a decisive focus on tenant engagement, fairness, and robust governance. Her review pays particular attention to:

- How tenant and service user voices are captured, represented, and responded to in the business plan
- The clarity, transparency, and inclusivity of your planning process
- Mechanisms for ongoing tenant involvement in strategic decisions
- Best practice examples from across the sector

Kirsty's input ensures your plan reflects the lived experiences and priorities of the people your organisation serves.



## **Operational Delivery and Community Impact**

Martin's experience as a senior housing leader grounds his review in practical realities. He focuses on:

- Deliverability of business plan objectives within resource and operational constraints
- Assessment of risks and opportunities at community level
- How business planning translates into meaningful improvements for tenants and service users
- Alignment with sector innovation and local priorities

Martin's perspective ensures your business plan is not just aspirational, but actionable, grounded in the realities of front-line service delivery.



## **Regulatory Compliance and Best Practice**

With years of regulatory oversight and policy formulation, Ian brings an authoritative voice on compliance and risk. His review will cover:

- Detailed assessment against current Scottish Housing Regulator guidance
- Identification of any gaps, risks, or potential non-compliance issues
- Recommendations for strengthening regulatory alignment, governance, and risk management
- Advice on anticipating and responding to evolving regulatory requirements

Ian's expertise protects your organisation from regulatory pitfalls and ensures your business plan meets, and exceeds, expectations.

# How does it work?



3 Perspectives is delivered as a tailored package, comprising the following stages:

- Initial briefing and document review
- Stakeholder workshops
- Detailed analysis and written feedback from each expert
- Consolidated recommendations in an integrated report
- Optional board and Executive workshop to discuss findings and next steps

Our approach is collaborative and confidential.

We work alongside your board, leadership team, and in consultation with your tenant representatives, to ensure recommendations are practical, relevant, and achievable.

# Ready for the next step?



**Pricing is tailored according to the size, complexity, and requirements of each organisation. Our team will provide a transparent quote following an initial scoping conversation. Contact us for an initial consultation.**

3 Perspectives is your opportunity to demonstrate the robustness of your business plan and the resilience of your organisation to your key stakeholders.

Whether you wish to assure your board, respond to regulatory scrutiny, or take your tenant engagement to the next level, our expert review gives you the clarity and confidence you need.

We invite Scottish Registered Social Landlords to engage with us and experience the unique benefits of a truly multi-faceted business plan review.

You can contact Kirsty directly to arrange an initial discussion [kwells@arkconsultancy.co.uk](mailto:kwells@arkconsultancy.co.uk) or you can visit our website for further information.

Click here

