April 2026

Glen Housing Association

Internal Audit

Annual Plan 2026/27

FINAL

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Report Details

Report issued to	Anne Dickie, Director
Prepared by	Alexander Cameron, Managing Director
Reviewed by	Fiona McLeod, Head of Assurance
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Responsibility, Limitations and Freedom of Information

This report has been prepared solely for the use of the named client. Cameron Audit accepts no responsibility to any third party. Redistribution requires prior written consent. Findings are limited to matters identified during audit fieldwork and do not represent a full assessment of all weaknesses or improvements. Management and the governing body remain responsible for maintaining effective internal controls and for providing full access to staff, systems, and records. While audit procedures are designed to detect material irregularities, including fraud, they may not uncover all instances, particularly collusive activity.

If disclosure is required under the Freedom of Information Act 2000 or similar legislation, the client must notify Cameron Audit in advance, consider relevant exemptions, and ensure this disclaimer is included in any released material.

Introduction and Objectives

Cameron Audit has been appointed as internal auditors to Glen Housing Association to provide the Governing Body, the Senior Officer and other managers with assurance on the adequacy of internal control arrangements, including risk management and governance.

The purpose of the internal audit plan for 2026/27 is to provide independent and objective assurance to the organisation's governing body and senior management on the adequacy and effectiveness of governance, risk management, and internal control processes.

This plan has been designed to identify and assess key risks facing the organisation and ensure that appropriate mitigating actions are in place.

The internal audit function plays a critical role in supporting the organisation to achieve its strategic objectives by:

- Ensuring compliance with regulatory requirements, policies, and procedures.
- Providing assurance over the organisation's financial management, operational efficiency, and safeguarding of assets.
- Promoting continuous improvement in processes and controls.

Scope

The scope of each internal audit will be tailored to the specific risk area under review but will generally include an assessment of the adequacy and effectiveness of the organisation’s governance, risk management, and internal control arrangements.

Each audit will examine:

- The design and operation of key controls in place to manage identified risks.
- Compliance with relevant legislation, regulatory standards, and internal policies and procedures.
- The accuracy, completeness, and reliability of management information used for decision-making.
- The clarity of roles, responsibilities, and lines of accountability.
- The effectiveness of monitoring, reporting, and review processes to support continuous improvement.

Where applicable, the audit may also consider efficiency, value for money, and how lessons learned are captured and implemented.

Materiality

All internal audits are risk-based and prioritised according to their potential impact on the organisation’s strategic objectives, regulatory compliance, and service delivery. Areas selected for review are considered to be of material significance to the Association’s overall assurance framework.

Materiality is determined by considering:

- The potential effect of control failure on tenants, service users, financial performance, and regulatory compliance.
- The level of inherent and residual risk associated with each process.
- The importance of the area in achieving business plan objectives and meeting the Scottish Housing Regulator’s Standards of Governance and Financial Management.

The results of each audit therefore carry assurance value proportional to the materiality of the area examined, providing the Governing Body and senior management with confidence that key controls are appropriately designed and operating effectively to mitigate significant risks.

Audit Plan

The following table outlines the planned internal audits for the period. Each audit has been scheduled to ensure comprehensive coverage of key operational areas within the organisation, with a focus on high-priority topics.

The table includes the audit topic, scheduled start date, assigned organisation staff lead, and the expected number of days required to complete each audit.

This audit plan has been developed to support the RSL's commitment to maintaining robust governance, risk management, and compliance with regulatory requirements.

Regular reporting to the governing body and or relevant sub-committee will ensure oversight and accountability, and the follow-up audit will track the implementation of recommendations from previous reviews.

Topic	Start Date	Staff Lead	Days
Quality of Homes & Asset Management	Tuesday, 23 June 2026	Director & Housing Manager	4
Treasury Management & Borrowing Strategy	Thursday, 3 September 2026	Director & Finance Consultant	3
Succession Planning (Leadership & Board Development)	Thursday, 17 September 2026	Director & Corporate Manager	4
Responsive Repairs Effectiveness & Efficiency	Wednesday, 3 February 2027	Housing Manager	3
Follow-Up	Thursday, 28 January 2027	Various	1
Contract Management, Audit Planning, Attendance at Committee meetings and Annual Report			1
		Total	**16**

Audit Summary

The following table outlines the planned audit for previous years, the current year and future year/s. Each audit is scheduled based on risk assessment, regulatory requirements, and the organisation's strategic priorities.

Area	Topic	2023/24	2024/25	2025/26	2026/27	2027/28
Governance	SHR Framework Compliance (Assurance Statement)	✓				
Governance	Risk Management	✓				
Asset Management	Planned Maintenance	✓				
Asset Management	Procurement		✓			
Governance	ARC Verification		✓			
Housing Management	Rent Setting		✓			
Tenant Safety	Tenant & Resident Safety Compliance			✓		
Housing Management	Income Management & Maximisation Strategies			✓		
ICT	Cyber Security & IT Disaster Recovery			✓		
Asset Management	Quality of Homes & Asset Management				✓	
Finance	Treasury Management & Borrowing Strategy				✓	
Governance	Succession Planning (Leadership & Board Development)				✓	
Asset Management	Responsive Repairs Effectiveness & Efficiency				✓	
Housing Management	Tenant Engagement & Participation Strategy					✓
Governance	Business Planning & Strategic Alignment					✓
Asset Management	Estate & Grounds Management Effectiveness					✓
Governance	Equality, Diversity & Inclusion					✓
Follow-Up		✓	✓	✓	✓	✓

Detailed Audit Scopes

The following table outlines the detailed audit scopes for the internal reviews scheduled for the audit year. Each audit has been carefully planned to assess key operational areas, ensuring compliance with regulatory requirements, the effectiveness of internal processes, and alignment with the organisation's strategic objectives.

Audit Topic	Audit Scope
Quality of Homes & Asset Management	Robust asset management arrangements are essential to ensure that housing stock remains safe, compliant, and aligned with the Scottish Housing Regulator's expectations, including the Scottish Housing Regulator Regulatory Standards, Scottish Housing Quality Standard and Energy Efficiency Standard for Social Housing. This audit will assess the adequacy and effectiveness of the organisation's strategic and operational approach to managing housing assets and maintaining property quality. **Scope:** • Review the asset management strategy, policies, and long-term financial planning assumptions, including alignment with SHQS, EESSH, and business plan objectives. • Assess stock condition data arrangements, including the quality, completeness, and frequency of stock condition surveys and data validation processes. • Examine lifecycle planning and investment modelling, including assumptions around component replacement, sustainability, and net zero considerations. • Review planned and cyclical maintenance programmes, including prioritisation, programme delivery, and monitoring of outcomes. • Assess governance and oversight arrangements, including Board and Committee reporting on asset performance, investment decisions, and compliance with quality standards. • Evaluate contractor procurement and management arrangements for planned works, including value for money, performance monitoring, and quality assurance processes. • Review systems used to manage asset data (e.g., asset registers, compliance systems), including integration with housing management systems. • Assess tenant engagement and feedback mechanisms in relation to property quality, planned works, and asset investment decisions. • Review performance monitoring and reporting, including KPIs relating to stock condition, investment delivery, and compliance with SHQS/EESSH.

Audit Topic	Audit Scope
Treasury Management & Borrowing Strategy	Effective treasury management is critical to ensuring financial sustainability, managing liquidity, and maintaining compliance with lender covenants and regulatory expectations. This audit will assess the adequacy and effectiveness of treasury management arrangements, borrowing strategies, and financial risk management. **Scope:** • Review treasury management policies and procedures, including alignment with regulatory expectations, lender requirements, and sector best practice. • Assess the organisation’s borrowing strategy, including loan portfolio structure, maturity profiles, interest rate exposure, and refinancing risk. • Examine compliance with loan covenants, including monitoring processes, reporting, and stress testing arrangements. • Review cash flow forecasting and liquidity management processes, including assumptions, scenario planning, and contingency arrangements. • Assess governance arrangements, including Board oversight of treasury decisions, approvals of borrowing, and reporting on treasury performance and risks. • Evaluate treasury risk management practices, including interest rate risk, counterparty risk, and use of financial instruments where applicable. • Review relationships with lenders and funders, including communication, reporting requirements, and compliance with facility agreements. • Assess the adequacy of internal controls over treasury transactions, including segregation of duties, authorisation processes, and reconciliation controls. • Review stress testing and financial resilience modelling, including linkage to the business plan and regulatory expectations.

Audit Topic	Audit Scope
Succession Planning (Leadership & Board Development)	Effective succession planning is essential to maintaining organisational resilience, leadership continuity, and compliance with governance standards. This audit will assess the adequacy and effectiveness of arrangements for succession planning across both the executive leadership team and the governing body. **Scope:** • Review policies and frameworks for succession planning, including alignment with governance standards and organisational strategy. • Assess arrangements for identifying and developing future leaders, including talent management, performance appraisal, and development programmes. • Examine Board succession planning processes, including skills matrices, gap analysis, recruitment planning, and induction arrangements. • Review contingency planning for key roles, including emergency succession arrangements and business continuity considerations. • Assess governance oversight of succession planning, including reporting to the Governing Body and Committees. • Evaluate learning and development arrangements for Board members and senior management, including training plans and effectiveness monitoring. • Review diversity and inclusion considerations within succession planning, including alignment with equality objectives and regulatory expectations. • Assess documentation and transparency of succession plans, including clarity of roles, timelines, and accountability. • Review recent recruitment and succession outcomes to assess effectiveness and lessons learned.

Audit Topic	Audit Scope
Responsive Repairs Effectiveness & Efficiency	Responsive repairs services are a critical tenant-facing function and a key driver of tenant satisfaction and operational performance. This audit will assess the effectiveness, efficiency, and control environment underpinning the delivery of responsive repairs. **Scope:** • Review policies and procedures governing responsive repairs, including categorisation (e.g., emergency, urgent, routine), target timescales, and service standards. • Assess end-to-end repairs processes, from job logging and diagnosis through to completion, post-inspection, and tenant feedback. • Examine the effectiveness of scheduling and resource allocation, including operatives, contractors, and materials management. • Review performance management arrangements, including KPIs (e.g., completion times, right first time, tenant satisfaction) and benchmarking (e.g., ARC indicators). • Assess data quality and integrity within repairs systems (e.g., housing management systems), including accuracy of job records and audit trails. • Evaluate contractor management arrangements, including procurement, performance monitoring, cost control, and quality assurance. • Review financial controls over repairs expenditure, including authorisation, budget monitoring, and value for money assessments. • Assess governance and reporting arrangements, including oversight by senior management and the Governing Body, and use of dashboards and exception reporting. • Review tenant communication and engagement processes, including appointment management, updates, complaints handling, and feedback mechanisms. • Assess arrangements for identifying and addressing recurring repairs, damp and mould issues, and links to planned maintenance programmes.
Follow-Up	This audit will review the status of previous internal audit recommendations and assess the adequacy and timeliness of management's actions to address identified issues. • Evaluate the timeliness and effectiveness of corrective actions implemented. • Determine if any outstanding recommendations pose a risk to the RSLs operations. • Provide assurance to management and the governing body on the implementation of corrective actions.

Risk Alignment Framework

The table below sets out the Scottish Housing Regulator's (SHR) key sector risk areas and demonstrates how these risks are typically reflected in internal audit coverage. This framework is designed to:

- Provide a consistent link between sector-level risks, organisational risk registers, and internal audit activity
- Demonstrate how internal audit work programmes are risk-based and aligned to regulatory priorities
- Allow flexibility to reflect each organisation's specific risk profile and assurance needs

Audit topics and timing are determined annually based on:

- The organisation's risk register
- Emerging risks and regulatory developments
- Previous assurance outcomes

SHR Risk Area	Description of SHR Risk Focus	Typical Risk Themes / Control Areas	Illustrative Internal Audit Coverage	Link to Client Risk Register
Homelessness	Delivery of statutory homelessness services and quality of temporary accommodation	Demand management, temporary accommodation standards, compliance with statutory duties	Service delivery reviews; compliance audits; performance reporting	Cross-ref to relevant operational/service risks
Performance in Delivering Services	Compliance with Charter outcomes and service quality expectations	KPI accuracy, tenant satisfaction, performance monitoring, data integrity	ARC validation; performance management; data quality audits	Cross-ref to performance and reporting risks
Development	Financial planning and risk management associated with development programmes	Business planning assumptions, treasury risk, contractor management, programme governance	Development / treasury reviews; financial planning audits	Cross-ref to strategic/financial risks
Quality of Homes	Compliance with SHQS and stock condition requirements	Asset management strategy, lifecycle planning, compliance certification	Asset management; planned maintenance; compliance audits	Cross-ref to asset and compliance risks
Tenant and Resident Safety	Compliance with statutory safety obligations (gas, electrical, fire, water, asbestos, etc.)	Safety compliance tracking, contractor assurance, certification validity, remedial follow-up	Health & safety; landlord compliance audits	Cross-ref to health & safety risks
Financial Health of RSLs	Financial sustainability, liquidity, rent setting and affordability	Budgetary control, stress testing, treasury management, financial reporting	Financial controls; treasury; assurance statement reviews	Cross-ref to financial risks
Good Governance of RSLs	Governance effectiveness and compliance with Regulatory Standards	Board oversight, assurance frameworks, risk management, internal control environment	Governance; risk management; complaints; cyber/security audits	Cross-ref to governance risks

Audit Staff

The following table provides details of key personnel within Cameron Audit assigned to this contract, outlining their roles and responsibilities within the organisation.

Each member of the audit team plays a crucial part in delivering high-quality audit services, from managing audits to overseeing quality assurance. The table includes their names, titles, roles within the organisation, and contact information for reference.

Name	Title	Role	Email
Alexander Cameron	Managing Director	Commission Lead	alex@cameronaudit.co.uk
Stephen Macintyre	Audit Director	Auditor	stephen@cameronaudit.co.uk
Nicholas Aderinto	Audit Director	Auditor	nicholas@cameronaudit.co.uk
Annie Burman	Follow up Manager	Auditor	annie@cameronaudit.co.uk
Fiona McLeod	Head of Assurance	Quality Assurance	fiona@cameronaudit.co.uk

Key Performance Indicators

The following table presents key performance indicators (KPIs) for the internal audit year. These KPIs reflect the effectiveness and timeliness of the internal audit process, management's responsiveness, and the overall assurance of risk management and compliance controls.

The table highlights the targets set for each performance indicator, the actual results achieved, and relevant commentary on the outcomes.

Performance Indicator	**Target**
Internal audit days completed in line with agreed timetable and days allocation	100%
Management provide responses to draft reports within 15 working days of receipt	≥95%
Final reports issued within 5 working days of receipt of management responses	≥95%
Recommendations accepted by management	≥95%
Suitably experienced staff used on all assignments	100%
Risk Mitigation	Moderate assurance or higher for key risk areas
Compliance Findings	Zero instances of serious non-compliance
Follow-up of Prior Recommendations	100% completion of prior year audit recommendations

Audit Charter

This Internal Audit Charter establishes the framework for the internal audit function delivered by Cameron Audit. It defines the purpose, authority, and responsibilities of Cameron Audit in providing assurance and advisory services to support the integrity and effectiveness of governance, risk management, and internal control.

Section	Charter Content
Authority	Cameron Audit, as an independent service provider, is authorised by each client's governing body and management to: • Access all records, property, and personnel relevant to audit work. • Allocate resources and apply techniques required to achieve audit objectives. • Obtain assistance from client personnel where necessary. Internal audit holds no direct operational responsibility or authority over the activities it reviews. Auditors must maintain independence and objectivity at all times.
Independence & Objectivity	Cameron Audit maintains independence and objectivity, free from interference in audit scope, execution, or reporting. Independence is supported through organisational positioning within client governance structures: Cameron Audit reports administratively to client management (as agreed) and functionally to the governing body or audit committee. Auditors must disclose potential conflicts of interest and adhere to the IIA Code of Ethics.
Scope of Work	The scope includes, but is not limited to: • Reviewing reliability and integrity of financial and operational information. • Evaluating operational effectiveness and efficiency. • Assessing risk management processes. • Reviewing compliance with laws, regulations, and internal policies. • Providing advisory and governance support. Each audit's scope is defined in the engagement letter or scope document approved by the client.
Professional Standards	All work is conducted in accordance with the International Standards for the Professional Practice of Internal Auditing (IIA Standards) and the IIA Code of Ethics. Cameron Audit auditors must: • Maintain professional proficiency and continuous development. • Exercise due professional care. • Uphold ethical principles of integrity, objectivity, confidentiality, and competence.
Responsibilities	Cameron Audit responsibilities include: • Developing a risk-based annual audit plan with client management and governing bodies. • Conducting planned and ad hoc engagements. • Reporting results objectively, with clear recommendations. • Monitoring implementation of agreed actions.
Reporting & Communication	Internal audit communicates results through formal reports to management and, where applicable, to the governing body or audit committee. Reports include: • An executive summary of key findings. • Detailed observations, conclusions, and recommendations. • Agreed management action plans and timelines.
Review of the Charter	This Charter shall be reviewed periodically, with amendments submitted to the client's governing body or audit committee for approval.