



Internal Audit Challenges 3 half-days on-line

Course Level

- This is an intermediate to advanced level course and delegates should be Audit Supervisor level or above
- Delegates should have a good educational standard (Bachelors degree or above) and/or a professional qualification
- No advance preparation is required
- Delivery method – On-line-live (with exercises and case studies to provide practical application of the tools and techniques)

After completing this course you will be able to

- Deal with the ever changing audit challenges
- Understand and manage the latest trends
- Engage more positively with senior management
- Tackle the more complex audit topics with confidence
- Develop an audit approach to help the organisation better deal with extreme risk events

CPE credits

- Participants will earn 9 CPE credits in the Auditing field of study

Day 1 Responding to the significant changes in the IA role

The need for IA to be a strategic advisor

- IIA Audit Executive guidance June 2020
- New 2020 Code of Conduct
 - Helping the Board to protect the assets, reputation and sustainability of the organisation.
 - Internal audit should have the right to attend and observe all or part of executive committee meetings

- The primary reporting line for the chief internal auditor should be to the chair of the Audit Committee.
- New IIA paper on models of effective IA will be shared
- Key messages from the IIA Body of Knowledge survey
- Deciding the strategic direction for your function
- Pulse of the profession survey results
- IIA becoming more effective guidance will be shared
- ECIIA research paper – making the most of the IA function
- Ensuring effective communication lines between the CAE and the board
- Gaining assurance regarding the quality of the function’s work.
- Overseeing the relationship between the IA function and the organisation’s centralised risk monitoring function.
- Monitoring management follow-up of IA recommendations

Exercise 1 - The new challenges facing IA

The latest trends in IA methodology

- New guidance and its implications
- The IA mission statement
- Aligning strategic audit plans with significant business risks
- Dealing with unacceptable risk – escalation with senior management
- Gathering information from multiple engagements
- Direct relationships with the Board (not only the Audit Committee)
- Assessing IT Governance
- The role in fraud risk management
- Evaluating ethics programmes
- Imperatives for change – IIA standards
- An effectiveness of IA checklist will be shared
- Making the most of IA – new IIA paper

Exercise 2 –Dealing with new trends

The need to exceed stakeholder expectations

- Who are the stakeholders?
- Are stakeholders’ expectations known?
- Arranging meetings with all stakeholders
- Workshops with key stakeholders?
- Are the expectations clear?
- How can you meet the widely differing expectations?
- Are there any areas where expectations could be exceeded?
- Are there any quick wins?
- What reports should IA provide to stakeholders?
- A new paper on working with stakeholders will be shared
- New advice on auditing strategy

Exercise 3 - Meeting the ever expanding requirements of stakeholders – what should the IA role be?

Day 2 Refocussing the role to add significant value

Ensuring your role is fully coordinated with the other providers of assurance

- Ensuring your assurance providers roles e.g. Internal Audit, Compliance, Risk Management, Insurance, Security are coordinated to avoid duplication of effort
- Why you should incorporate internal audit agreed actions in your risk register
- Ensure environmental risk is taken seriously (even if you are in a sector such as Financial Services)
- Ensure that your Business Continuity plan covers all eventualities and ensure it is fully tested
- Identify new ways to benefit the least able section of the wider community you serve
- New guidance on coordinating RM & assurance

Exercise 4–Implementing Assurance Mapping

Delivering effective and appropriate audit coverage

- Determining audits priorities
- Determining the audit universe
- Building Risk-based audit plans
- Tapping into risk assessments carried out by management
- Determining the level of Assurance required
- Getting management input
- New IIA guidance on audit plan preparation will be provided
- Audit planning model – an electronic version will be provided

Exercise 5 –How to convince senior management and that you are auditing the right topics

Continuous auditing

- The IIA Global Technology Audit Guide (GTAG)
- The practicalities of continuous auditing
- Paper – fantasy or reality
- Continuous assurance – new guidance
- Continuous auditing and continuous monitoring
- The use of CAAT's for continuous auditing
- Continuous risk assessment techniques
- Examples of continuous auditing
- A paper on continuous audit using ACL will be shared

- New GTAG on audit sampling

Exercise 6 – Opportunities for continuous auditing

Developing the consultancy role

- The IIA standards
- Why consultancy should be encouraged
- The difference in approach
- How to document these assignments
- Reporting consultancy assignments
- Audit by workshop
- Facilitation –do’s and don’ts

Exercise 7 – How to convince management that consultancy is the direction for Internal Audit

Day 3 Meeting the complex Internal Audit Challenges

Auditing Cybersecurity risks

- Statistics about cybersecurity crime
- Profiles of the Attackers
- Anatomy of a Breach
- How to prevent Cyber Incidents
- Network Controls (Internal and External)
- Domain and Password Controls
- Access rights and User Awareness
- Application Security
- Secure Software Development environment
- Data Controls
- Encryption
- Vulnerability Management
- Security Testing
- Social Media risks
- ISO 27000

Exercise 8 – Assessing Cybersecurity risks

Auditing IT Governance

- Global Technology Audit Guides (GTAG’s)
- The need to determine the boundaries
- Defining the IT audit universe
- Focus on high risk areas
- Assess IT vulnerabilities
- Target areas where you are focusing on process rather than technical aspects

- Use of audit frameworks such as CoBIT and ISO 27000
- IIA new standard on IT Governance
- Risk based audit of general controls (GAIT)
- IIA guidance re GAIT
- An ISO 27000 audit checklist will be shared

Exercise 9 – Challenges of IT Governance audit

Auditing extreme risk events

- Why crises such as extreme pollution, tsunamis, loss of significant critical information and the Covid 19 virus have shocked the world
- Triggers for extreme events
- Awareness of external trends – assessing the key risk indicators
- The audit role
- Ensuring a practical plan is in place
- Identifying principal risk factors (Case study)
- The domino effects – mapping the impacts
- Crisis response capability
- Ensuring clear roles and responsibilities are allocated
- Post crisis review - collection and analysis of data and actions taken
- External reporting
- Learning from others – keeping up to date
- Risk register for extreme events

Exercise 10 – Extreme risk management

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