



Leading the Internal Audit function 2 days On-line

Why you should attend

- This workshop is targeted specifically at senior Internal audit professionals – and is focussed on the key aspects of a modern internal audit function – and the challenges faced by the ever changing world
- The event represents a superb opportunity to meet your peers from both your sector and others and develop new approaches to the difficult challenges facing audit managers and Heads of Audit today
- The workshop also includes opportunities to discuss issues of your choosing with fellow decision makers in the IA profession

Who should attend?

- Heads of Internal Audit (CAE)
- Audit Managers and those about to be appointed to that role
- Directors responsible for internal audit
- Heads of other assurance functions such as Compliance or Quality Assurance
- This course is specifically for the most senior audit professionals

After completing this course you will be able to

- Benchmark your IA function against worldwide best practice
- Deliver stakeholder assurance more effectively
- Develop the leadership approach and the required skills
- Meet the Governance challenges
- Manage the audit process more efficiently and improve strategic audit planning
- Develop the leadership approach and the required skills
- Ensure IA is seen as a business champion
- Significantly improve strategic audit planning
- Integrate your approach with other providers of assurance
- Extend the audit approach

Course Level

- This is an intermediate to advanced level course
- 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)

CPE credits

- Participants will earn 10 CPE credits in the Auditing field of study

Day 1 The rapidly changing role of Internal Audit

The need for Internal Audit to be a strategic advisor

- New IIA 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 Audit Executive guidance
- 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
- 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.

Exercise 1 - The new challenges facing IA

Ensuring IA is a challenger and a business champion

- Independence & Objectivity
- Reporting lines – the need for independence
- Should you report to the Chief Executive or the Audit Committee?
- Audit Committee relationships
- Key requirements of the role and the implications
 - Objective assurance
 - Consulting
 - Adding value

- Improving the organisation's operations
- Assisting the business to achieve its objectives
- Systematic and disciplined approach
- Evaluate and improve risk management, control and governance processes
- Dealing with the misconceptions of the role
- It is not internal audit's responsibility to :-
 - Detect fraud
 - Introduce more and more control
 - Find management out
 - Assess the ability of management and staff
 - Train staff
 - Tell management what to do

Exercise 2 – Dealing with the misunderstandings of IA

Auditing the ERM process

- The need to focus audit attention towards the most significant risks
- New IIA guidance – maturity models for assurance
- The need for much higher levels of assurance than ever before
- What level of assurance can really be provided?
- Could working with management to identify and evaluate risks compromise the independence of the function?
- Ensure risk is defined as the need to get things right – not what can go wrong
- 'Ring fencing' risk exposure - never allow one part of the business to impact the whole organisation
- Determining and communicating your attitude to risk and your required risk culture to managers and stakeholders
- Recognise that reputation is both your biggest asset and the biggest risk you face – and one you cannot insure
- Do not wait until you are required to provide evidence of effective risk management by regulators or legislation – this will usually be too late
- Promote risk as the pulse of the organization and make sure that you have personnel to regularly take this pulse

Exercise 3 - What steps can IA take to help make risk management a value added process?

Strategic audit planning

- The need to determine which topics to audit (and their frequency)
- The audit universe
- The need for risk-based audit plans
- Tapping into risk assessments carried out by management
- Determining the level of assurance required
- Getting management input
- Dealing with requests
- New IIA guidance on audit plan preparation will be provided

- The need for a structured approach.
- A world-renowned strategic audit planning tool will be shared (the model is used by more than 2500 audit functions across the world)

Exercise 4 Determining audit priorities using the model

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
- What every Director should know about IA – new guidance

Exercise 5 - Meeting the ever expanding requirements of stakeholders – what should the IA role be?

Day 2 Managing and overseeing the IA process

Corporate Governance and the IA Role

- Key challenges of Corporate Governance
- Developments in CG – new paper
- 6 core principles of governance
- The governance warning signs
- New corporate governance insights paper will be shared
- The audit role in the CG process
- A guidance paper on assessing organisational governance will be provided
- The External audit relationship
- Role in Fraud prevention and investigation
- The need to understand the Governance objectives
- Developing a programme to reflect these objectives
- Governance trigger events

Exercise 6 – The challenges of Corporate Governance

Ensuring full Assurance Mapping is in place

- 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 7 –Implementing Assurance Mapping

Extending the audit coverage

- Auditing the least covered business aspects
- Social Media
- The web site
- Strategic planning
- Product/ service development
- Changes in Government policy
- Economic changes impacting the business
- Customer relationship management
- Sustainability
- Extreme events
- The regulatory environment
- Business Innovation
- Corporate communication
- Demographic changes and business impact

Exercise 8 – Delegates will select 2 topics and determine the audit approach

The audit leadership skill set

- What leadership means
- Leadership styles
- Delegation and tips for success
- Analysis of a leader
- Diplomacy
- Open -mindedness
- Persuasiveness
- Negotiation ability
- Self-motivation and self confidence
- Decision making ability
- Flexibility and ability to co-operate
- Time management
- Flexibility and ability to co-operate
- Self- control
- Practicality
- Results focus
- New IIA paper on influencing skills will be shared

Exercise 9 Leadership tools

Audit assignment oversight

- **Building an understanding of the audit process**
- **Establishing audit objectives**
- **The Audit manual**
- **Developing effective audit programmes**
- **What makes a good programme?**
- **Mistakes to avoid**
- **The dangers of re-inventing the wheel**
- **Assigning tasks**
- **Staffing factors**
- **The need for regular updates for standard programmes**
- **Supervising and controlling audits – tips for success**

Exercise 10 – Audit management key issues

Consultancy assignments

- **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 11 – How to convince management that consultancy is the direction for Internal Audit