



World Class Internal Audit On-line interactive course 2 days

Why you should attend

The Internal audit function is increasingly regarded as a business partner, a catalyst for change and a Governance advisor.

You therefore need your internal audit function to adopt world class techniques.

The event represents a superb opportunity to develop new approaches to the difficult challenges facing modern audit functions

The workshop also includes opportunities to discuss issues of your choosing with your peers

Who should attend?

- Heads of Internal Audit (CAE's)
- Audit Managers and those about to be appointed to that role
- Audit supervisors
- Senior Managers of other assurance functions such as Compliance or Quality Assurance
- Directors or VP's who need to know about the modern IA role

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

- Benchmark your IA function against worldwide best practice
- Make the transition from a good function to a great one
- Significantly improve the strategic audit focus
- Deal with the challenges of consultancy
- Audit complex areas of the business
- Deliver stakeholder assurance more effectively
- Engage more positively with senior management

CPE credits

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

Day 1 Developing Internal Audit to be a strategic advisor

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

Auditing the key risks of the Board

- The development of strategic objectives, are taken without due consideration of the impact on the organisation
- Non-executive directors (NEDs)/independent members of the board are unable to give independent, robust challenge
- The Board does not have sufficient, complete or timely information on which to base its decisions.
- Committees set up by the Board may not fulfil their obligations or there are too many committees
- The Board does not have sufficient oversight across the whole organisation.
- Policies, procedures and projects are not aligned to the organisation's objectives.
- The culture of the organisation is not fully defined or does not support the organisation in achieving its objectives.

- Risks are accepted or taken which are outside of the organisation's risk appetite.
- The regulatory or legislation requirements are not adequately understood leading to increased regulatory sanction or censure

Exercise 2 – Auditing the Board 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 3 – Challenges of IT Governance audit

Auditing the Audit Committee process

- The Audit Committee role
- Structure and independence
- Does the Committee approve (but not direct) internal audit strategy, plan and performance?
- Does the Committee review summary IA reports and the main issues arising and seek assurance that action has been taken
- How does the Committee consider the reports of external audit and other external agencies?
- How are the effectiveness of relationships between IA and EA and other bodies reviewed
- How are the effectiveness of the risk management environment and anti-fraud arrangements assessed
- The Audit Committee / IA relationship
- New paper on how the Audit Committee should assess IA
- Case study and audit programme will be provided
- How does the Committee satisfy itself that assurance statements and the annual statement of accounts properly reflect the risk
- An Audit Committee checklist will be shared

Exercise 4 –The Audit Committee audit

Day 2 Focussing the Internal Audit role

Internal Audit as an agent for positive change

- Ensure that your staff know that risk management is not a fad or the latest initiative – it is a business process
- Ensure you define risk 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
- Market the audit process internally and to stakeholders
- Recognise that your employees will only be interested in managing risks if there is a benefit for them in doing so
- Realise that if managers want to get a proposal through, they will tend to understate the risk (if you let them)
- Promote risk as the pulse of the organization and make sure that you have personnel to regularly take this pulse

Exercise 5 - What steps can IA take to better promote themselves?

Responding to the significant changes in the IA role

- How the IA profession has changed in the last 10 years
- New IIA paper on models of effective IA will be shared
- The transition from Risk based Auditing to Objectives based audit
- 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
- The relationship between the IA function and the organisation’s centralised risk monitoring function
- Passing responsibility for follow-up to Senior Management.

Exercise 6 – Focussing the IA role

Continuous auditing

- The revised 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 7 – Opportunities for continuous auditing

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 – Cybersecurity risks

The challenges of the consultancy role

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

Exercise 9 – How to develop the consultancy role