

# Internal Audit Strategy Template

This is an example to get you started and provide ideas – it should be modified to best suit your internal audit function and the organisation it serves – it is not intended to be an exact template for your internal audit function



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2024

# Executive Summary

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# Internal Audit Current State

<internal audit current state>

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# Internal Audit Strategic Objectives



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## Strategic Vision

- <strategic vision>

## Mission

- <mission>

## Strategic Objectives

1. <strategic objective>
2. <strategic objective>
3. <strategic objective>
4. <strategic objective>
5. <strategic objective>

# Internal Audit Risks and Issues

Internal Audit Risks and Issues	Conditions To Remediate

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# Internal Audit Strategy Alignment

Organisation Strategy

Governance / Risk / Assurance Environment

Internal Audit Function

Internal Audit Mandate and Charter

Internal Audit Strategy

Internal Audit Plan

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# Internal Audit Governance Framework

<internal audit governance framework>

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# Internal Audit Future State

<internal audit future state>

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# Internal Audit Strategy Implementation Roadmap



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<strategy implementation roadmap>

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# Internal Audit Strategy Action Plan

## Internal Audit Strategy Action Plan

<internal audit governance framework component>		Responsibility – <job title>	
No.	Organisation Strategic Objectives	Internal Audit Actions	Target Date
1	<example – leverage technology and data to better support customers>	<example – increase use of technology and data analytics>	
2			
3			
4			
5			

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# Strategy Alignment – Internal Audit Structure

## Internal Audit Structure

➤ <internal audit structure>

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# Strategy Alignment – Internal Audit Services

## Internal Audit Services

- <internal audit services aligned to organisation products / services>

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# Mutual Expectations

Activities	Internal Audit	Stakeholders
Strategic Alignment		
Collaboration		
Service Offerings		
Assurance Strategy		
Internal Audit Planning		
Internal Audit Service Planning		
Audit Timing		
Audit Execution		
Communication With No Surprises		
Audit Reporting		
Audit Actions		
Monitoring and Follow-up		
Management Requested Services		

# Supporting Initiatives and Performance Criteria



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Supporting Initiatives	Performance Criteria (KPIs)

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# Methodology

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# Internal Audit Strategy Approach

Step 1	→	Organisation Scan	What are the organisation obligations to provide assurance? What does the board of directors and audit committee expect? What is the internal audit strategic vision?
Step 2	→	Internal Audit Good Practice Scan	What are good practices operating successfully elsewhere that might be suitable for the internal audit function?
Step 3	→	Research and Industry Environmental Scan	What are the big risks and issues already identified from the technology sector and wider research? What are predicted risks and issues to factor into the internal audit strategy?
Step 4	→	Stakeholder Feedback	What are our stakeholders worried about and what are they seeking from internal audit services?
Step 5	→	Foundational Process Improvements	What are foundational process improvements the internal audit function can make?
Step 6	→	What's Working and What's Not Working	What is the internal audit function doing right and what needs to change?
Step 7	→	Future Work Profile	What will the future internal audit function work profile look like?
Step 8	→	Internal Audit Strategy	What strategy is needed to provide leading internal audit services and meet stakeholder expectations? What is needed to deliver the internal audit strategic vision?
Step 9	→	Define the Benefits	What will be the benefits to the organisation? How will we measure them?



# Internal Audit Strategy Research – Step 1



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**Step 1**



**Organisation Scan**

What are the organisation obligations to provide assurance?  
What does the board of directors and audit committee expect?  
What is the internal audit strategic vision?

Organisation Scan	
Definition	A process for obtaining information about Internal Audit performance and the factors that may affect performance
Data Sources	
Strengths	Improvement Considerations

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# Internal Audit Strategy Research – Step 2

Step 2



Internal Audit Good Practice Scan

What are good practices operating successfully elsewhere that might be suitable for the internal audit function?

Internal Audit Good Practice Scan	
Definition	Strategies that have been shown through research and evaluation to be effective, efficient, sustainable and transferable, leading to a desired result.
Data Sources	
Internal Audit Good Practices In Place	Improvement Considerations

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# Internal Audit Strategy Research – Step 3

Step 3



Research and Industry Environmental Scan

What are the big risks and issues already identified from the technology sector and wider research?  
What are predicted risks and issues to factor into the internal audit strategy?

Research and Industry Environmental Scan	
Definition	A process for obtaining information about identified risks and issues in the organisation’s business sector.
Data Sources	
Organisation’s Business Sector Risks and Issues	Improvement Considerations

# Internal Audit Strategy Research – Step 4

Step 4



Stakeholder Feedback

What are our stakeholders worried about and what are they seeking from internal audit services?

Stakeholder Feedback	
Definition	Opinion feedback from the Audit Committee, Executive Management and other stakeholders who receive Internal Audit services or have an interest in internal audit activities and outcomes.
Data Sources	
Strengths	Improvement Considerations

# Internal Audit Strategy Research – Step 5

Step 5



Foundational Process Improvements

What are foundational process improvements the internal audit function can make?

Foundational Process Improvements	
Definition	Improvements designed to strengthen Internal Audit processes to align with professional standards and contemporary internal audit practice.
Data Sources	
Improvements Implemented	Improvement Considerations

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# Internal Audit Strategy Research – Step 6

Step 6



What’s Working and What’s Not Working

What is the internal audit function doing right and what needs to change?

What’s Working and What’s Not Working	
Definition	Analysis of Internal Audit processes to ascertain what is working effectively and what could be improved.
Data Sources	
What’s Working (Strengths)	What’s Not Working (Improvement Considerations)

# Internal Audit Strategy Research – Step 7

Step 7



Future Work Profile

What will the future internal audit function work profile look like?

Future Work Profile	
Definition	The desired Internal Audit structure, capability, approach and services designed to match internal audit capability to align with organisation strategy and objectives.
Data Sources	
Work Profile Risks and Issues	Improvement Considerations

# Internal Audit Strategy Research – Step 8

Step 8



Internal Audit Strategy

What strategy is needed to provide leading internal audit services and meet stakeholder expectations?  
What is needed to deliver the internal audit strategic vision?

Internal Audit Strategy	
Definition	The strategy adopted to set up Internal Audit as a key agent of change delivering the right internal audit services aligning with contemporary internal audit practice and meeting stakeholder expectations.
Data Sources	
Strengths	Improvement Considerations



# Internal Audit Strategy Research – Step 9



Step 9



Define the Benefits

What will be the benefits to the organisation?  
How will we measure them?

Define the Benefits	
Definition	A positive business outcome that contributes to an organisation achieving its strategy and objectives.
Data Sources	
Benefits and Outcomes Sought	Performance Criteria