



Where is the Profession Heading?

Internal Auditors Are Futurists



Professor Jeffrey Ridley 2016

The Road **Local Government Governance Framework** **2016**

- The attainment of sustainable economic, societal, and environmental outcomes as a key focus of governance processes and structures.
- Outcomes give the role of local government its meaning and importance, and it is fitting that they have this central role in the sector's governance.
- Furthermore, the focus on sustainability and the links between governance and public financial management are crucial
- Local authorities must recognise the need to focus on the long term.
- Local authorities have responsibilities to more than their current electors as they must take account of the impact of current decisions and actions on future generations.

The IIA Core Principles for Professional Internal Auditing

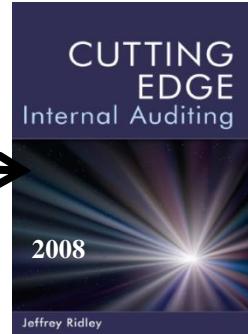
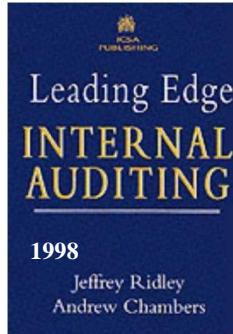
(2015)

- 1. Demonstrates integrity.**
- 2. Demonstrates competence and due professional care.**
- 3. Is objective and free from undue influence (independent).**
- 4. Aligns with the strategies, objectives, and risks of the organization.**
- 5. Is appropriately positioned and adequately resourced.**
- 6. Demonstrates quality and continuous improvement.**
- 7. Communicates effectively.**
- 8. Provides risk-based assurance.**
- 9. Is insightful, proactive, and future-focused.**
- 10. Promotes organizational improvement.**

“All internal auditors have a contribution to make to quality in their organisations. This should start with best practice quality assurance and continuous improvement in all their activities and lead on to participation in quality schemes in their organisations as experts in the achievement and maintenance of quality.”

The Road to Quality and Excellence

- Adopting a risk based approach and communicating the vision and benefits
- Involving other assurance providers to ensure a joined up, efficient approach to benefit customers
- Quality management to review and measure performance and progress
- A mindset of continuous improvement means of course that you'll never reach your most aspirational vision of EXCELLENCE!



Creative Thinking and INNOVATION in Auditing (2017)

CHAPTERS

STEWARDSHIP

CHANGE

ASSURANCE

EXCELLENCE

LEADERS (RESPONSIBLE)

TIME TRAVELLER S

SCEPTICS

BENCHMARKERS

GATEKEEPERS

SCIENTISTS

LAWYERS

RESEARCHERS

AMBASSADORS

FUTURISTS

QUALITY MANAGERS

RUNNERS



“...one’s ability to generate innovative ideas is not merely a function of the mind but also a function of behaviours...”

FIVE DISCOVERY (Auditing) BEHAVIOURS

Association – LINKING ideas together not obviously related

Questioning – PENETRATING the ‘status quo’

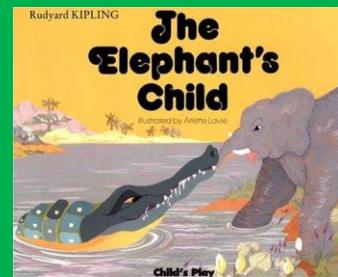
Observing – LOOKING with intensity beyond the ordinary

Networking – COMMUNICATING across the world

Experimenting – RESEARCHING at the centre of all activities

The Innovators DNA – Mastering the Five Skills of Disruptive Innovators (201)

Questioning – PENETRATING the ‘status quo’



Creative Thinking and

INNOVATION

in Auditing (2017)

EPILOGUE



Enlightening Professions? A vision for audit and a better society (2014) ICAEW & RSA

The spirit of this report is different. It encourages the profession

1. to seize the initiative as the best way of repairing trust
2. to spark innovation
3. to increase the economic, social and environmental value it generates.

We suggest that it aims high by

4. finding more efficient ways of doing what it does today,
6. playing an active role in influencing the development of society
7. being better informed by the standards, skills and insights of audit.

QUESTIONS

