

Internal Audit requirements	Conformance	Action	Target for Implementation
Domain II: Ethics and Professionalism			
Principle 1 – Demonstrate Integrity			
Standard 1.1 Honesty and Professional Courage			
Internal auditors must perform their work with honesty and professional courage.	Green	Action 1	31 March 2026
Internal auditors must be truthful, accurate, clear, open, and respectful in all professional relationships and communications, even when expressing scepticism or offering an opposing viewpoint. Internal auditors must not make false, misleading, or deceptive statements, nor conceal or omit findings or other pertinent information from communications. Internal auditors must disclose all material facts known to them that, if not disclosed, could affect the organisation’s ability to make well-informed decisions.	Green	Develop IA training programme, incorporating training on: <ul style="list-style-type: none"> ▪ ethics, ▪ laws, regulations and ethical and professional behaviour, ▪ objectivity / managing unconscious bias, ▪ due professional care, ▪ professional scepticism, ▪ proper use and protection of information. 	
Internal auditors must exhibit professional courage by communicating truthfully and taking appropriate action, even when confronted by dilemmas and difficult situations.	Green		
The chief audit executive must maintain a work environment where internal auditors feel supported when expressing legitimate, evidence-based engagement results, whether favourable or unfavourable.	Green		
Standard 1.2 Organisations Ethical Expectations			
Internal auditors must understand, respect, meet, and contribute to the legitimate and ethical expectations of the organisation and must be able to recognise conduct that is contrary to those expectations.	Green	Action 2	31 July 2025
Internal auditors must encourage and promote an ethics-based culture in the organisation. If internal auditors identify behaviour within the organisation that is inconsistent with the organisation’s ethical expectations, they must report the concern according to applicable policies and procedures.	Green	Internal Audit Plan templates to be updated to include reference to ethics related objectives, risks, and control processes.	
Amended by Application Note: <i>The GIAS generally and GIAS 1.2 (Organisation’s Ethical Expectations) specifically describe the importance of internal auditors encouraging and promoting an ethics-based culture alongside personal adherence to the ethical expectations of their organisation. This need for ethical behaviour is especially relevant in the UK public sector where those delivering public services are both servants of the public and stewards of public resources. The government has set out Seven Principles of Public Life (also known as the ‘Nolan Principles’) that apply to all public servants (including contractors working in the public service). Internal auditors working in the UK public sector must apply these alongside all other relevant ethical frameworks.</i>		Action 3	31 July 2025
		Update all Committee report templates to include: <ul style="list-style-type: none"> ▪ details of any identified ethical or independence issues, ▪ details of any identified themes or root causes, ▪ relevant references to the global internal audit standards. 	
Standard 1.3 Legal and Ethical Behaviour			
Internal auditors must not engage in or be a party to any activity that is illegal or discreditable to the organisation or the profession of internal auditing or that may harm the organisation or its employees.	Green	See Action 1	
Internal auditors must understand and abide by the laws and/or regulations relevant to the industry and jurisdictions in which the organisation operates, including making disclosures as required.	Green		
If internal auditors identify legal or regulatory violations, they must report such incidents to individuals or entities that have the authority to take appropriate action, as specified in laws, regulations, and applicable policies and procedures.	Green		
Principle 2 – Maintain Objectivity			
Standard 2.1 Individual Objectivity			
Internal auditors must maintain professional objectivity when performing all aspects of internal audit services. Professional objectivity requires internal auditors to apply an impartial and unbiased mindset and make judgments based on balanced assessments of all relevant circumstances.	Green	See Action 1	
Internal auditors must be aware of and manage potential biases.	Green		
Standard 2.2 Safeguarding Objectivity			
Internal auditors must recognise and avoid or mitigate actual, potential, and perceived impairments to objectivity.	Green	See Actions 1 and 2	
Internal auditors must not accept any tangible or intangible item, such as a gift, reward, or favour, that may impair or be presumed to impair objectivity.	Green		
Internal auditors must avoid conflicts of interest and must not be unduly influenced by their own interests or the interests of others, including senior management or others in a position of authority, or by the political environment or other aspects of their surroundings.	Green		
When performing internal audit services: <ul style="list-style-type: none"> ○ Internal auditors must refrain from assessing specific activities for which they were previously responsible. Objectivity is presumed to be impaired if an internal auditor provides assurance services for an activity for which the internal auditor had responsibility within the previous 12 months. 	Green		

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<ul style="list-style-type: none"> ○ If the internal audit function is to provide assurance services where it had previously performed advisory services, the chief audit executive must confirm that the nature of the advisory services does not impair objectivity and must assign resources such that individual objectivity is managed. Assurance engagements for functions over which the chief audit executive has responsibility must be overseen by an independent party outside the internal audit function. ○ If internal auditors are to provide advisory services relating to activities for which they had previous responsibilities, they must disclose potential impairments to the party requesting the services before accepting the engagement. 			
The chief audit executive must establish methodologies to address impairments to objectivity.	Green		
Internal auditors must discuss impairments and take appropriate actions according to relevant methodologies.	Green		
Standard 2.3 Disclosing Impairments to Objectivity			
If internal auditors become aware of an impairment that may affect their objectivity, they must disclose the impairment to the chief audit executive or a designated supervisor.	Green	See Action 3	
If objectivity is impaired in fact or appearance, the details of the impairment must be disclosed promptly to the appropriate parties.	Green		
If the chief audit executive determines that an impairment is affecting an internal auditor's ability to perform duties objectively, the chief audit executive must discuss the impairment with the management of the activity under review, the board, and/or senior management and determine the appropriate actions to resolve the situation.	Green		
If an impairment that affects the reliability or perceived reliability of the engagement findings, recommendations, and/or conclusions is discovered after an engagement has been completed, the chief audit executive must discuss the concern with the management of the activity under review, the board, senior management, and/or other affected stakeholders and determine the appropriate actions to resolve the situation. (See also Standard 11.4 Errors and Omissions.)	Green		
If the objectivity of the chief audit executive is impaired in fact or appearance, the chief audit executive must disclose the impairment to the board. (See also Standard 7.1 Organisational Independence.)	Green		
Principal 3 – Demonstrate Competency			
Standard 3.1 Competency			
Internal auditors must possess or obtain the competencies to perform their responsibilities successfully. The required competencies include the knowledge, skills, and abilities suitable for one's job position and responsibilities commensurate with their level of experience. Internal auditors must possess or develop knowledge of The IIA's Global Internal Audit Standards.	Green	See Actions 1 & 2	31 March 2026
Internal auditors must engage only in those services for which they have or can attain the necessary competencies.	Green	Action 4 Create training log that mirrors training programme being developed as part of Action 1, to also capture all relevant CPE.	
Each internal auditor is responsible for continually developing and applying the competencies necessary to fulfil their professional responsibilities. Additionally, the chief audit executive must ensure that the internal audit function collectively possesses the competencies to perform the internal audit services described in the internal audit charter or must obtain the necessary competencies. (See also Standards 7.2 Chief Audit Executive Qualifications and 10.2 Human Resources Management.)	Green	Action 5 Develop Assurance map across council services identifying other providers of assurance that the internal audit function may rely upon.	
Standard 3.2 Continuing Professional Development			
Internal auditors must maintain and continually develop their competencies to improve the effectiveness and quality of internal audit services. Internal auditors must pursue continuing professional development including education and training. Practicing internal auditors who have attained professional internal audit certifications must follow the continuing professional education policies and fulfil the requirements applicable to their certifications.	Green	See Actions 2 & 4	
Principle 4 – Exercise Due Professional Care			
Standard 4.1 Conformance with the Global Internal Audit Standards			
Internal auditors must plan and perform internal audit services in accordance with the Global Internal Audit Standards.	Green	See Actions 1 & 3	
The internal audit function's methodologies must be established, documented, and maintained in alignment with the Standards.	Green		
Internal auditors must follow the Standards and the internal audit function's methodologies when planning and performing internal audit services and communicating results.	Green		
Standard 4.2 Due Professional Care			
<p>Internal auditors must exercise due professional care by assessing the nature, circumstances, and requirements of the services to be provided, including:</p> <ul style="list-style-type: none"> ○ The organisation's strategy and objectives. ○ The interests of those for whom internal audit services are provided and the interests of other stakeholders. ○ Adequacy and effectiveness of governance, risk management, and control processes. ○ Cost relative to potential benefits of the internal audit services to be performed. ○ Extent and timeliness of work needed to achieve the engagement's objectives. ○ Relative complexity, materiality, or significance of risks to the activity under review. 	Green	See action 1	

Internal Audit requirements	Conformance	Action	Target for Implementation
<ul style="list-style-type: none"> ○ Probability of significant errors, fraud, noncompliance, and other risks that might affect objectives, operations, or resources. ○ Use of appropriate techniques, tools, and technology. 			
Standard 4.3 Professional Scepticism			
<p>Internal auditors must exercise professional scepticism when planning and performing internal audit services.</p> <p>To exercise professional scepticism, internal auditors must:</p> <ul style="list-style-type: none"> ○ Maintain an attitude that includes inquisitiveness. ○ Critically assess the reliability of information. ○ Be straightforward and honest when raising concerns and asking questions about inconsistent information. ○ Seek additional evidence to make a judgment about information and statements that might be incomplete, inconsistent, false, or misleading. 	Green	See action 1	
Principle 5 – Maintain Confidentiality			
Standard 5.1 Use of Information			
<p>Internal auditors must follow the relevant policies, procedures, laws, and regulations when using information. The information must not be used for personal gain or in a manner contrary or detrimental to the organisation’s legitimate and ethical objectives.</p>	Green	See action 1	
Standard 5.2 Protection of Information			
<p>Internal auditors must be aware of their responsibilities for protecting information and demonstrate respect for the confidentiality, privacy, and ownership of information acquired when performing internal audit services or as the result of professional relationships.</p>	Green	See action 1	
<p>Internal auditors must understand and abide by the laws, regulations, policies, and procedures related to confidentiality, information privacy, and information security that apply to the organisation and internal audit function.</p> <p>Considerations specifically relevant to the internal audit function include:</p> <ul style="list-style-type: none"> ○ Custody, retention, and disposal of engagement records. ○ Release of engagement records to internal and external parties. ○ Handling of, access to, or copies of confidential information when it is no longer needed. 	Green		
<p>Internal auditors must not disclose confidential information to unauthorised parties unless there is a legal or professional responsibility to do so.</p>	Green		
<p>Internal auditors must manage the risk of exposing or disclosing information inadvertently.</p>	Green		
<p>The chief audit executive must ensure that the internal audit function and individuals assisting the internal audit function adhere to the same protection requirements.</p> <p>Amended by Application Note:</p> <p><i>The GIAS set out the duty on internal auditors to be faithful custodians of the information they gather, sharing only in limited, defined and controlled ways. GIAS 5.2 (Protection of Information) describes the need for awareness of responsibilities in protecting information and demonstrating respect for the confidentiality, privacy and ownership of information. While the duties under GIAS mainly relate to restricting the sharing of information, auditors working in the UK public sector must also be aware of circumstances under which sharing or publication of information will be required. They must be aware of their organisation’s policies and procedures for routine publication of certain information and where there are statutory obligations to share or publish information.</i></p>	Green		
Domain III: Governing the Internal Audit Function			
Principle 6 - Authorised by the Board			
Standard 6.1 Internal Audit Mandate			
<p>The chief audit executive must provide the board and senior management with the information necessary to establish the internal audit mandate. In those jurisdictions and industries where the internal audit function’s mandate is prescribed wholly or partially in laws or regulations, the internal audit charter must include the legal requirements of the mandate. (See also Standard 6.2 Internal Audit Charter and “Applying the Global Internal Audit Standards in the Public Sector.”)</p>	Green	See Action 5	
<p>To help the board and senior management determine the scope and types of internal audit services, the chief audit executive must coordinate with other internal and external assurance providers to gain an understanding of each other’s roles and responsibilities. (See also Standard 9.5 Coordination and Reliance.)</p>	Amber		
<p>The chief audit executive must document or reference the mandate in the internal audit charter, which is approved by the board. (See also Standard 6.2 Internal Audit Charter.)</p>	Green		
<p>Periodically, the chief audit executive must assess whether changes in circumstances justify a discussion with the board and senior management about the internal audit mandate. If so, the chief audit executive must discuss the internal audit mandate with the board and senior management to assess whether the authority, role, and responsibilities continue to enable the internal audit function to achieve its strategy and accomplish its objectives.</p>	Green		
Standard 6.2 Internal Audit Charter			
<p>The chief audit executive must develop and maintain an internal audit charter that specifies, at a minimum, the internal audit function’s:</p> <ul style="list-style-type: none"> ○ Purpose of Internal Auditing. ○ Commitment to adhering to the Global Internal Audit Standards. 	Green		

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<ul style="list-style-type: none"> ○ Mandate, including scope and types of services to be provided, and the board’s responsibilities and expectations regarding management’s support of the internal audit function. (See also Standard 6.1 Internal Audit Mandate.) ○ Organisational position and reporting relationships. (See also Standard 7.1 Organisational Independence.) 			
The chief audit executive must discuss the proposed charter with the board and senior management to confirm that it accurately reflects their understanding and expectations of the internal audit function.	Green		
Standard 6.3 Board and Senior Management Support			
The chief audit executive must provide the board and senior management with the information needed to support and promote recognition of the internal audit function throughout the organisation.	Green		
The chief audit executive must coordinate the internal audit function’s board communications with senior management to support the board’s ability to fulfil its requirements.	Green		
Principle 7 – Positioned Independently			
Standard 7.1 Organisational Independence			
The chief audit executive must confirm to the board the organisational independence of the internal audit function at least annually. This includes communicating incidents where independence may have been impaired and the actions or safeguards employed to address the impairment.	Green	See Action 3	
The chief audit executive must document in the internal audit charter the reporting relationships and organisational positioning of the internal audit function, as determined by the board. (See also Standard 6.2 Internal Audit Charter.) If the governing structure does not support organisational independence, the chief audit executive must document the characteristics of the governing structure limiting independence and any safeguards that may be employed to achieve this principle.	Green		
The chief audit executive must discuss with the board and senior management any current or proposed roles and responsibilities that have the potential to impair the internal audit function’s independence, either in fact or appearance. The chief audit executive must advise the board and senior management of the types of safeguards to manage actual, potential, or perceived impairments. When the chief audit executive has one or more ongoing roles beyond internal auditing, the responsibilities, nature of work, and established safeguards must be documented in the internal audit charter. If those areas of responsibility are subject to internal auditing, alternative processes to obtain assurance must be established, such as contracting with an objective, competent external assurance provider that reports independently to the board. When the chief audit executive’s non audit responsibilities are temporary, assurance for those areas must be provided by an independent third party during the temporary assignment and for the subsequent 12 months. Also, the chief audit executive must establish a plan to transition those responsibilities to management.	Green		
Standard 7.2 Chief Audit Executive Qualifications			
The chief audit executive must help the board understand the qualifications and competencies of a chief audit executive that are necessary to manage the internal audit function. The chief audit executive facilitates this understanding by providing information and examples of common and leading qualifications and competencies.	Red	Action 6 Audit Committee to be advised of the expected qualifications of the CAE.	31 July 2025
The chief audit executive must maintain and enhance the qualifications and competencies necessary to fulfil the roles and responsibilities expected by the board. (See also Principle 3 Demonstrate Competency and its standards.)	Red	Action 7 CAE to obtain Chartered Internal Auditor (CMIIA) Designation	31 August 2025
<p>Amended by Application Note:</p> <p><i>GIAS 7.2 (Chief Audit Executive Qualifications) sets out expectations relevant to the global practice of internal audit. The RIASS seek to maintain an expectation that chief audit executives in the public sector hold appropriate professional qualifications alongside relevant experience. Therefore, in considering whether a chief audit executive is suitably qualified, an organisation must be looking for: • CMIIA, or a CCAB qualification, or an equivalent professional qualification which includes training on the practice of internal audit, and • suitable internal audit experience.</i></p>	Red	Action 8 Existing succession plan to be formally documented and communicated to Corporate Management Teams and Audit Committees	31 August 2025
Principle 8 – Overseen by the Board			
Standard 8.1 Board Interaction			
The chief audit executive must provide the board with the information needed to conduct its oversight responsibilities. This information may be specifically requested by the board or may be, in the judgment of the chief audit executive, valuable for the board to exercise its oversight responsibilities.	Green	Action 9 CAE to have discussion with S151 and Audit Committee Chair for Medway as part of Committee TOR review to determine whether assurance engagements resulting in a Red opinion, that also meet set criteria, are specifically reported to the Audit Committee.	30 June 2025
<p>The chief audit executive must report to the board and senior management:</p> <ul style="list-style-type: none"> ○ The internal audit plan and budget and subsequent significant revisions to them. (See also Standards 6.3 Board and Senior Management Support and 9.4 Internal Audit Plan.) ○ Changes potentially affecting the mandate or charter. (See also Standards 6.3 Board and Senior Management Support and 9.4 Internal Audit Plan.) ○ Potential impairments to independence. (See also Standard 7.1 Organisational Independence.) 	Green		

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<ul style="list-style-type: none"> ○ Results of internal audit services, including conclusions, themes, assurance, advice, insights, and monitoring results. (See also Standards 11.3 Communicating Results, 14.5 Engagement Conclusions, and 15.2 Confirming the Implementation of Recommendations or Action Plans.) ○ Results from the quality assurance and improvement program. (See also Standards 8.3 Quality, 8.4 External Quality Assessment, 12.1 Internal Quality Assessment, and 12.2 Performance Measurement.) 		<p>Action 10 Updated training materials for Audit Committee Members to be developed in the form of video presentations.</p>	30 September 2025
<p>There may be instances when the chief audit executive disagrees with senior management or other stakeholders on the scope, findings, or other aspects of an engagement that may affect the ability of the internal audit function to execute its responsibilities. In such cases, the chief audit executive must provide the board with the facts and circumstances to allow the board to consider whether, in its oversight role, it should intervene with senior management or other stakeholders.</p>	Green		
Standard 8.2 Resources			
<p>The chief audit executive must evaluate whether internal audit resources are sufficient to fulfil the internal audit mandate and achieve the internal audit plan. If not, the chief audit executive must develop a strategy to obtain sufficient resources and inform the board about the impact of insufficient resources and how any resource shortfalls will be addressed.</p> <p>Amended by Application Note:</p> <ul style="list-style-type: none"> • <i>Boards may not have authority over budgets and this may prevent the chief audit executive from being able to seek or obtain additional funding due to other funding priorities within the organisation. In such circumstances to fulfil GIAS 8.2 (Resources) the chief audit executive must develop a resource strategy which suggests practical approaches for consideration by the board.</i> • <i>The chief audit executive must inform the board of the impact of insufficient resources and any options available to mitigate that impact.</i> • <i>The chief audit executive may have no ability to develop resource management approaches distinct from their organisation and tailored to the needs of the internal audit function. The chief audit executive's ability to develop a strategy to obtain sufficient resources and address shortfalls may also be constrained by their organisation's legal or regulatory obligations. Under these circumstances the chief audit executive will not be expected to follow the requirements of GIAS 10.1 to 10.3 (Manage Resources) if they cannot develop approaches that achieve the objectives of those standards. Instead, a chief audit executive must set out in the Charter what alternative approaches apply to the internal audit service, and then seek to manage financial, human and IT resources within those constraints</i> • <i>The chief audit executive must also inform the board of any resource management arrangements at the organisation that may put at risk the ability of the internal audit service to fulfil its mandate.</i> 	Green		
Standard 8.3 Quality			
<p>The chief audit executive must develop, implement, and maintain a quality assurance and improvement program that covers all aspects of the internal audit function. The program includes two types of assessments:</p> <ul style="list-style-type: none"> ○ External assessments. (See also Standard 8.4 External Quality Assessment.) ○ Internal assessments. (See also Standard 12.1 Internal Quality Assessment.) 	Green		
<p>At least annually, the chief audit executive must communicate the results of the internal quality assessment to the board and senior management. The results of the external quality assessments must be reported when completed. In both cases, such communications include:</p> <ul style="list-style-type: none"> ○ The internal audit function's conformance with the Standards and achievement of performance objectives. ○ If applicable, compliance with laws and/or regulations relevant to internal auditing. ○ If applicable, plans to address the internal audit function's deficiencies and opportunities for improvement. 	Green		
Standard 8.4 External Quality Assessment			
<p>The chief audit executive must develop a plan for an external quality assessment and discuss the plan with the board. The external assessment must be performed at least once every five years by a qualified, independent assessor or assessment team. The requirement for an external quality assessment may also be met through a self-assessment with independent validation.</p> <p>When selecting the independent assessor or assessment team, the chief audit executive must ensure at least one person holds an active Certified Internal Auditor® designation</p> <p>Amended by Application Note: <i>The RIASS have determined that the qualification requirement in GIAS 8.4 (External Quality Assessment) should be replaced by a different qualification requirement. GIAS 8.4 sets out a requirement that when selecting the independent assessor or assessment team, the chief audit executive must ensure at least one person holds an active Certified Internal Auditor designation. The RIASS have determined that this requirement is replaced by a requirement that at least one person have the characteristics outlined for chief audit executive qualification. The RIASS consider that such a person would normally have an understanding of the GIAS commensurate with the Certified Internal Auditor designation, including internal audit relevant continuing professional development and an understanding of how the GIAS are applied in the UK public sector. These matters must be considered as part of the selection process.</i></p>	Green		

Internal Audit requirements	Conformance	Action	Target for Implementation
Domain IV: Managing the Internal Audit Function			
Principle 9 – Plan Strategically			
Standard 9.1 Understanding Governance, Risk Management, and Control Processes			
<p>To develop an effective internal audit strategy and plan, the chief audit executive must understand the organisation’s governance, risk management, and control processes.</p> <p>To understand governance processes, the chief audit executive must consider how the organisation:</p> <ul style="list-style-type: none"> ○ Establishes strategic objectives and makes strategic and operational decisions. ○ Oversees risk management and control. ○ Promotes an ethical culture. ○ Delivers effective performance management and accountability. ○ Structures its management and operating functions. ○ Communicates risk and control information throughout the organisation. ○ Coordinates activities and communications among the board, internal and external providers of assurance services, and management. <p>To understand risk management and control processes, the chief audit executive must consider how the organisation identifies and assesses significant risks and selects appropriate control processes. This includes understanding how the organisation identifies and manages the following key risk areas:</p> <ul style="list-style-type: none"> ○ Reliability and integrity of financial and operational information. ○ Effectiveness and efficiency of operations and programs. ○ Safeguarding of assets. ○ Compliance with laws and/or regulations. <p>Amended by Application Note: <i>GIAS 9.1 (Understanding Governance, Risk Management, and Control Processes) describes the need for a chief audit executive to understand the organisation’s governance, risk management and control processes to develop an effective strategy and plan. Alongside the listed requirements in the Standard, auditors in the UK public sector must be aware of the importance of securing value for money and the definitions which define that term in their part of the UK public sector.</i></p>	Amber	<p>See Action 2</p> <p>Action 11 Audit Needs Analysis records to be expanded with a checklist to confirm that all relevant considerations have been made as part of the planning process.</p>	31 January 2026
Standard 9.2 Internal Audit Strategy			
<p>The chief audit executive must develop and implement a strategy for the internal audit function that supports the strategic objectives and success of the organisation and aligns with the expectations of the board, senior management, and other key stakeholders.</p> <p>An internal audit strategy is a plan of action designed to achieve a long-term or overall objective. The internal audit strategy must include a vision, strategic objectives, and supporting initiatives for the internal audit function. An internal audit strategy helps guide the internal audit function toward the fulfilment of the internal audit mandate.</p>	Green		
The chief audit executive must review the internal audit strategy with the board and senior management periodically.	Green		
Standard 9.3 Methodologies			
<p>The chief audit executive must establish methodologies to guide the internal audit function in a systematic and disciplined manner to implement the internal audit strategy, develop the internal audit plan, and conform with the Standards. The chief audit executive must evaluate the effectiveness of the methodologies and update them as necessary to improve the internal audit function and respond to significant changes that affect the function. The chief audit executive must provide internal auditors with training on the methodologies. (See also Principles 13 Plan Engagements Effectively, 14 Conduct Engagement Work, and 15 Communicate Engagement Results and Monitor Action Plans, and their standards.)</p>	Green		
Standard 9.4 Internal Audit Plan			
<p>The chief audit executive must create an internal audit plan that supports the achievement of the organisation’s objectives</p> <p>The chief audit executive must base the internal audit plan on a documented assessment of the organisation’s strategies, objectives, and risks. This assessment must be informed by input from the board and senior management as well as the chief audit executive’s understanding of the organisation’s governance, risk management, and control processes. The assessment must be performed at least annually.</p> <p>The internal audit plan must:</p> <ul style="list-style-type: none"> ○ Consider the internal audit mandate and the full range of agreed-to internal audit services. ○ Specify internal audit services that support the evaluation and improvement of the organisation’s governance, risk management, and control processes. ○ Consider coverage of information technology governance, fraud risk, the effectiveness of the organisation’s compliance and ethics programs, and other high-risk areas. ○ Identify the necessary human, financial, and technological resources necessary to complete the plan. ○ Be dynamic and updated timely in response to changes in the organisation’s business, risks operations, programs, systems, controls, and organisational culture. 	Green	<p>See Action 10</p> <p>Action 12 Procedure notes explaining planning process to be created and added to internal audit manual.</p>	31 December 2025
<p>The chief audit executive must review and revise the internal audit plan as necessary and communicate timely to the board and senior management:</p> <ul style="list-style-type: none"> ○ The impact of any resource limitations on internal audit coverage. 	Green		

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<ul style="list-style-type: none"> ○ The rationale for not including an assurance engagement in a high-risk area or activity in the plan. ○ Conflicting demands for services between major stakeholders, such as high-priority with advisory engagements. requests based on emerging risks and requests to replace planned assurance engagements ○ Limitations on scope or restrictions on access to information. 			
<p>The chief audit executive must discuss the internal audit plan, including significant interim changes, with the board and senior management. The plan and significant changes to the plan must be approved by the board.</p> <p>Amended by Application Note: <i>The requirement for an overall conclusion must also inform planning carried out under GIAS 9.4 (Internal Audit Plan). The requirement for an annual conclusion does not imply that planning needs to follow an annual cycle, but where planning is carried out in other timeframes it must still be clear to senior management and the board that this supports an annual conclusion.</i></p>	Green		
Standard 9.5 Co-ordination & Reliance			
<p>The chief audit executive must coordinate with internal and external providers of assurance services and consider relying upon their work. Coordination of services minimises duplication of efforts, highlights gaps in coverage of key risks, and enhances the overall value added by providers.</p> <p>If unable to achieve an appropriate level of coordination, the chief audit executive must raise any concerns with senior management and, if necessary, the board.</p>	Amber	See Action 5	
<p>When the internal audit function relies on the work of other assurance service providers, the chief audit executive must document the basis for that reliance and is still responsible for the conclusions reached by the internal audit function.</p> <p>Amended by Application Note: <i>GIAS 9.5 (Coordination and Reliance) sets out a duty for chief audit executives to co-ordinate with other assurance providers. In the UK public sector, there are various relevant outside assurance providers whose authority flows from separate legal or regulatory sources beyond the control or influence of the chief audit executive. The chief audit executive may not have any ability to access the work of those assurance providers or gain insight into the scope and timing of their work. Under these circumstances the chief audit executive must consider whether it is possible or practical to co-ordinate. Where they do not co-ordinate, they must set out to the board the barriers which prevent effective co-ordination.</i></p>	Green		
Principle 10 – Manage Resources			
Standard 10.1 Financial Resource Management			
<p>The chief audit executive must manage the internal audit function’s financial resources.</p>	Green		
<p>The chief audit executive must develop a budget that enables the successful implementation of the internal audit strategy and achievement of the plan. The budget includes the resources necessary for the function’s operation, including training and acquisition of technology and tools. The chief audit executive must manage the day-to-day activities of the internal audit function effectively and efficiently, in alignment with the budget.</p>	Green		
<p>The chief audit executive must seek budget approval from the board. The chief audit executive must communicate promptly the impact of insufficient financial resources to the board and senior management.</p> <p>Amended by Application Note: <i>(also applies to 8.2, 10.2 & 10.3)</i></p> <ul style="list-style-type: none"> • <i>Boards may not have authority over budgets and this may prevent the chief audit executive from being able to seek or obtain additional funding due to other funding priorities within the organisation. In such circumstances to fulfil GIAS 8.2 (Resources) the chief audit executive must develop a resource strategy which suggests practical approaches for consideration by the board.</i> • <i>The chief audit executive must inform the board of the impact of insufficient resources and any options available to mitigate that impact.</i> • <i>The chief audit executive may have no ability to develop resource management approaches distinct from their organisation and tailored to the needs of the internal audit function. The chief audit executive’s ability to develop a strategy to obtain sufficient resources and address shortfalls may also be constrained by their organisation’s legal or regulatory obligations. Under these circumstances the chief audit executive will not be expected to follow the requirements of GIAS 10.1 to 10.3 (Manage Resources) if they cannot develop approaches that achieve the objectives of those standards. Instead, a chief audit executive must set out in the Charter what alternative approaches apply to the internal audit service, and then seek to manage financial, human and IT resources within those constraints</i> • <i>The chief audit executive must also inform the board of any resource management arrangements at the organisation that may put at risk the ability of the internal audit service to fulfil its mandate.</i> 	Green		
Standard 10.2 Human Resource Management			
<p>The chief audit executive must establish an approach to recruit, develop, and retain internal auditors who are qualified to successfully implement the internal audit strategy and achieve the internal audit plan.</p>	Green		

Internal Audit requirements	Conformance	Action	Target for Implementation
The chief audit executive must strive to ensure that human resources are appropriate, sufficient, and effectively deployed to achieve the approved internal audit plan. Appropriate refers to the mix of knowledge, skills, and abilities; sufficient refers to the quantity of resources; and effective deployment refers to assigning resources in a way that optimises the achievement of the internal audit plan.	Green		
The chief audit executive must communicate with the board and senior management regarding the appropriateness and sufficiency of the internal audit function's human resources. If the function lacks appropriate and sufficient human resources to achieve the internal audit plan, the chief audit executive must determine how to obtain the resources or communicate timely to the board and senior management the impact of the limitations. (See also Standard 8.2 Resources.)	Green		
The chief audit executive must evaluate the competencies of individual internal auditors within the internal audit function and encourage professional development. The chief audit executive must collaborate with internal auditors to help them develop their individual competencies through training, supervisory feedback, and/or mentoring. (See also Standard 3.1 Competency.)	Green		
<p>Amended by Application Note: (also applies to 8.2, 10.1 & 10.3)</p> <ul style="list-style-type: none"> Boards may not have authority over budgets and this may prevent the chief audit executive from being able to seek or obtain additional funding due to other funding priorities within the organisation. In such circumstances to fulfil GIAS 8.2 (Resources) the chief audit executive must develop a resource strategy which suggests practical approaches for consideration by the board. The chief audit executive must inform the board of the impact of insufficient resources and any options available to mitigate that impact. The chief audit executive may have no ability to develop resource management approaches distinct from their organisation and tailored to the needs of the internal audit function. The chief audit executive's ability to develop a strategy to obtain sufficient resources and address shortfalls may also be constrained by their organisation's legal or regulatory obligations. Under these circumstances the chief audit executive will not be expected to follow the requirements of GIAS 10.1 to 10.3 (Manage Resources) if they cannot develop approaches that achieve the objectives of those standards. Instead, a chief audit executive must set out in the Charter what alternative approaches apply to the internal audit service, and then seek to manage financial, human and IT resources within those constraints The chief audit executive must also inform the board of any resource management arrangements at the organisation that may put at risk the ability of the internal audit service to fulfil its mandate. 	Green		
Standard 10.3 Technological Resources			
The chief audit executive must strive to ensure that the internal audit function has technology to support the internal audit process. The chief audit executive must regularly evaluate the technology used by the internal audit function and pursue opportunities to improve effectiveness and efficiency.	Amber	Action 13	31 December 2025
When implementing new technology, the chief audit executive must implement appropriate training for internal auditors in the effective use of technological resources. The chief audit executive must collaborate with the organisation's information technology and information security functions to implement technological resources properly.	Amber	Development of assurance engagement management system and accompanying user guides to be finalised and implemented.	
The chief audit executive must communicate the impact of technology limitations on the effectiveness or efficiency of the internal audit function to the board and senior management.	Amber	Action 14	Ongoing
<p>Amended by Application Note: (also applies to 8.2, 10.1 & 10.2)</p> <ul style="list-style-type: none"> Boards may not have authority over budgets and this may prevent the chief audit executive from being able to seek or obtain additional funding due to other funding priorities within the organisation. In such circumstances to fulfil GIAS 8.2 (Resources) the chief audit executive must develop a resource strategy which suggests practical approaches for consideration by the board. The chief audit executive must inform the board of the impact of insufficient resources and any options available to mitigate that impact. The chief audit executive may have no ability to develop resource management approaches distinct from their organisation and tailored to the needs of the internal audit function. The chief audit executive's ability to develop a strategy to obtain sufficient resources and address shortfalls may also be constrained by their organisation's legal or regulatory obligations. Under these circumstances the chief audit executive will not be expected to follow the requirements of GIAS 10.1 to 10.3 (Manage Resources) if they cannot develop approaches that achieve the objectives of those standards. Instead, a chief audit executive must set out in the Charter what alternative approaches apply to the internal audit service, and then seek to manage financial, human and IT resources within those constraints The chief audit executive must also inform the board of any resource management arrangements at the organisation that may put at risk the ability of the internal audit service to fulfil its mandate. 	Amber	Communicate progress on development and implementation with the Audit Committees	
Principal 11 – Communicate Effectively			
Standard 11.1 Building Relationships and Communicating with Stakeholders			
The chief audit executive must develop an approach for the internal audit function to build relationships and trust with key stakeholders, including the board, senior management, operational management, regulators, and internal and external assurance providers and other consultants.	Green		

Internal Audit requirements	Conformance	Action	Target for Implementation
<p>The chief audit executive must promote formal and informal communication between the internal audit function and stakeholders, contributing to the mutual understanding of:</p> <ul style="list-style-type: none"> ○ Organisational interests and concerns. ○ Approaches for identifying and managing risks and providing assurance. ○ Roles and responsibilities of relevant parties and opportunities for collaboration. ○ Relevant regulatory requirements. ○ Significant organisational processes, including financial reporting. 			
Standard 11.2 Effective Communication			
<p>The chief audit executive must establish and implement methodologies to promote accurate, objective, clear, concise, constructive, complete, and timely internal audit communications.</p>	Green		
Standard 11.3 Communicating Results			
<p>The chief audit executive must communicate the results of internal audit services to the board and senior management periodically and for each engagement as appropriate. The chief audit executive must understand the expectations of the board and senior management regarding the nature and timing of communications. The results of internal audit services can include:</p> <ul style="list-style-type: none"> ○ Engagement conclusions. ○ Themes such as effective practices or root causes. ○ Conclusions at the level of the business unit or organisation. 	Green	See Action 3	
<p><u>Engagement Conclusions</u></p> <p>The chief audit executive must review and approve final engagement communications, which include engagement conclusions, and decide to whom and how they will be disseminated before they are issued. If these duties are delegated to other internal auditors, the chief audit executive retains overall responsibility. The chief audit executive must seek the advice of legal counsel and/or senior management as required before releasing final communications to parties outside the organisation, unless otherwise required or restricted by laws and/or regulations. (See also Standards 11.4 Errors and Omissions, 11.5 Communicating the Acceptance of Risks, and 15.1 Final Engagement Communication.)</p>	Green		
<p><u>Themes</u></p> <p>The findings and conclusions of multiple engagements, when viewed holistically, may reveal patterns or trends, such as root causes. When the chief audit executive identifies themes related to the organisation's governance, risk management, and control processes, the themes must be communicated timely, along with insights, advice, and/or conclusions, to the board and senior management.</p>	Red		
<p><u>Conclusions at the Level of the Business Unit or Organisation</u></p> <p>The chief audit executive may be required to make a conclusion at the level of the business unit or organisation about the effectiveness of governance, risk management, and/or control processes, due to industry requirements, laws and/or regulations, or the expectations of the board, senior management, and/or other stakeholders. Such a conclusion reflects the professional judgment of the chief audit executive based on multiple engagements and must be supported by relevant, reliable, and sufficient information. When communicating such a conclusion to the board or senior management, the chief audit executive must include:</p> <ul style="list-style-type: none"> ○ A summary of the request. ○ The criteria used as a basis for the conclusion, for example a governance framework or risk and control framework. ○ The scope, including limitations and the period to which the conclusion pertains. ○ A summary of the information that supports the conclusion. ○ A disclosure of reliance on the work of other assurance providers, if any. <p>Amended by Application Note: <i>GIAS 11.3 (Communicating Results) references the possibility that a chief audit executive may be required to make a conclusion at the level of the organisation about the effectiveness of governance, risk management and/or control. In the UK public sector, a chief audit executive must prepare such an overall conclusion at least annually in support of wider governance reporting, mindful of any specific sector obligations or processes. This overall conclusion must encompass governance, risk management and control.</i></p>	Green		
Standard 11.4 Errors and Omissions			
<p>If a final engagement communication contains a significant error or omission, the chief audit executive must communicate corrected information promptly to all parties who received the original communication.</p> <p>Significance is determined according to criteria agreed upon with the board.</p>	Green		
Standard 11.5 Communicating the Acceptance of Risks			
<p>The chief audit executive must communicate unacceptable levels of risk.</p>		See Action 8	

<i>Internal Audit requirements</i>	<i>Conformance</i>	<i>Action</i>	<u>Target for Implementation</u>
When the chief audit executive concludes that management has accepted a level of risk that exceeds the organisation's risk appetite or risk tolerance, the matter must be discussed with senior management. If the chief audit executive determines that the matter has not been resolved by senior management, the matter must be escalated to the board. It is not the responsibility of the chief audit executive to resolve the risk.	Green		
Principle 12 – Enhance Quality			
Standard 12.1 Internal Quality Assessment			
The chief audit executive must develop and conduct internal assessments of the internal audit function's conformance with the Global Internal Audit Standards and progress toward performance objectives.	Green		
The chief audit executive must establish a methodology for internal assessments, as described in Standard 8.3 Quality, that includes: <ul style="list-style-type: none"> ○ Ongoing monitoring of the internal audit function's conformance with the Standards and progress toward performance objectives. ○ Periodic self-assessments or assessments by other persons within the organisation with sufficient knowledge of internal audit practices to evaluate conformance with the Standards. ○ Communication with the board and senior management about the results of internal assessments. 	Green		
Based on the results of periodic self-assessments, the chief audit executive must develop action plans to address instances of nonconformance with the Standards and opportunities for improvement, including a proposed timeline for actions. The chief audit executive must communicate the results of periodic self-assessments and action plans to the board and senior management. (See also Standards 8.1 Board Interaction, 8.3 Quality, and 9.3 Methodologies.)	Green		
Internal assessments must be documented and included in the evaluation conducted by an independent third party as part of the organisation's external quality assessment. (See also Standard 8.4 External Quality Assessment.)	Green		
If nonconformance with the Standards affects the overall scope or operation of the internal audit function, the chief audit executive must disclose to the board and senior management the nonconformance and its impact.	Green		
Amended by Application Note:			
<i>The chief audit executive must also report annually on the results of quality assessment carried out under GIAS 12.1 (Internal Quality Assessment), including progress against action plans to address instances of non-conformance</i>			
Standard 12.2 Performance Measurement			
The chief audit executive must develop objectives to evaluate the internal audit function's performance. The chief audit executive must consider the input and expectations of the board and senior management when developing the performance objectives.	Green		
The chief audit executive must develop a performance measurement methodology to assess progress toward achieving the function's objectives and to promote the continuous improvement of the internal audit function.	Green		
When assessing the internal audit function's performance, the chief audit executive must solicit feedback from the board and senior management as appropriate.	Green		
The chief audit executive must develop an action plan to address issues and opportunities for improvement.	Green		
Standard 12.3 Oversee and Improve Engagement Performance			
The chief audit executive must establish and implement methodologies for engagement supervision, quality assurance, and the development of competencies. <ul style="list-style-type: none"> ○ The chief audit executive or an engagement supervisor must provide internal auditors with guidance throughout the engagement, verify work programs are complete, and confirm engagement workpapers adequately support findings, conclusions, and recommendations. ○ To assure quality, the chief audit executive must verify whether engagements are performed in conformance with the Standards and the internal audit function's methodologies. ○ To develop competencies, the chief audit executive must provide internal auditors with feedback about their performance and opportunities for improvement. The extent of supervision required depends on the maturity of the internal audit function, the proficiency and experience of internal auditors, and the complexity of engagements.	Green		
The chief audit executive is responsible for supervising engagements, whether the engagement work is performed by the internal audit staff or by other service providers. Supervisory responsibilities may be delegated to appropriate and qualified individuals, but the chief audit executive retains ultimate responsibility.	Green		
The chief audit executive must ensure that evidence of supervision is documented and retained, according to the internal audit function's established methodologies.	Green		
Domain V: Performing Internal Audit Services			
Principle 13 – Plan Engagements Effectively			
Standard 13.1 Engagement Communication			
Internal auditors must communicate effectively throughout the engagement. (See also Principle 11 Communicate Effectively and its related standards and Standard 15.1 Final Engagement Communication.)	Green		

<i>Internal Audit requirements</i>	<i>Conformance</i>	<i>Action</i>	<u>Target for Implementation</u>
Internal auditors must communicate the objectives, scope, and timing of the engagement with management. Subsequent changes must be communicated with management timely. (See also Standard 13.3 Engagement Objectives and Scope.)	Green		
At the end of an engagement, if internal auditors and management do not agree on the engagement results, internal auditors must discuss and try to reach a mutual understanding of the issue with the management of the activity under review. If a mutual understanding cannot be reached, internal auditors must not be obligated to change any portion of the engagement results unless there is a valid reason to do so. Internal auditors must follow an established methodology to allow both parties to express their positions regarding the content of the final engagement communication and the reasons for any differences of opinion regarding the engagement results. (See also Standards 9.3 Methodologies and 14.4 Recommendations and Action Plans.)	Green		
Standard 13.2 Engagement Risk Assessment			
Internal auditors must develop an understanding of the activity under review to assess the relevant risks. For advisory services, a formal, documented risk assessment may not be necessary, depending on the agreement with relevant stakeholders. To develop an adequate understanding, internal auditors must identify and gather reliable, relevant, and sufficient information regarding: <ul style="list-style-type: none"> ○ The organisation’s strategies, objectives, and risks relevant to the activity under review. ○ The organisation’s risk tolerance, if established. ○ The risk assessment supporting the internal audit plan. ○ The governance, risk management, and control processes of the activity under review. ○ Applicable frameworks, guidance, and other criteria that can be used to evaluate the effectiveness of those processes. Internal auditors must review the gathered information to understand how processes are intended to operate.	Green		
Internal auditors must identify the risks to review by: <ul style="list-style-type: none"> ○ Identifying the potentially significant risks to the objectives of the activity under review. ○ Considering specific risks related to fraud. ○ Evaluating the significance of the risks and prioritising them for review. When internal auditors have identified the relevant risks for an activity under review in past engagements, only a review and update of the previous engagement risk assessment is required.	Green		
Internal auditors must identify the criteria that management uses to measure whether the activity is achieving its objectives.	Green		
Standard 13.3 Engagement Objectives and Scope			
Internal auditors must establish and document the objectives and scope for each engagement. The engagement objectives must articulate the purpose of the engagement and describe the specific goals to be achieved, including those mandated by laws and/or regulations. The scope must establish the engagement’s focus and boundaries by specifying the activities, locations, processes, systems, components, time period to be covered in the engagement, and other elements to be reviewed, and be sufficient to achieve the engagement objectives Internal auditors must have the flexibility to make changes to the engagement objectives and scope when audit work identifies the need to do so as the engagement progresses	Green		
Internal auditors must consider whether the engagement is intended to provide assurance or advisory services because stakeholder expectations and the requirements of the Standards differ depending on the type of engagement.	Green		
Scope limitations must be discussed with management when identified, with a goal of achieving resolution. Scope limitations are assurance engagement conditions, such as resource constraints or restrictions on access to personnel, facilities, data, and information, that prevent internal auditors from performing the work as expected in the audit work program. (See also Standard 13.5 Engagement Resources.)	Green		
If a resolution cannot be achieved with management, the chief audit executive must elevate the scope limitation issue to the board according to an established methodology.	Green		
The chief audit executive must approve the engagement objectives and scope and any changes that occur during the engagement.	Green		
Standard 13.4 Evaluation Criteria			
Internal auditors must identify the most relevant criteria to be used to evaluate the aspects of the activity under review defined in the engagement objectives and scope. For advisory services, the identification of evaluation criteria may not be necessary, depending on the agreement with relevant stakeholders. Amended by Application Note: <i>Auditors must also be aware of the importance of value for money, alongside other key considerations, when determining appropriate evaluation criteria under GIAS 13.4.</i>	Green		

<i>Internal Audit requirements</i>	<i>Conformance</i>	<i>Action</i>	<u>Target for Implementation</u>
Internal auditors must assess the extent to which the board and senior management have established adequate criteria to determine whether the activity under review has accomplished its objectives and goals. If such criteria are adequate, internal auditors must use them for the evaluation. If the criteria are inadequate, internal auditors must identify appropriate criteria through discussion with the board and/or senior management.	Green		
Standard 13.5 Engagement Resources			
When planning an engagement, internal auditors must identify the types and quantity of resources necessary to achieve the engagement objectives. Internal auditors must consider: <ul style="list-style-type: none"> ○ The nature and complexity of the engagement. ○ The time frame within which the engagement is to be completed. ○ Whether the available financial, human, and technological resources are appropriate and sufficient to achieve the engagement objectives. If the available resources are inappropriate or insufficient, internal auditors must discuss the concerns with the chief audit executive to obtain the resources.	Green		
Standard 13.6 Work Program			
Internal auditors must develop and document an engagement work program to achieve the engagement objectives. The engagement work program must be based on the information obtained during engagement planning, including, when applicable, the results of the engagement risk assessment. The engagement work program must identify: <ul style="list-style-type: none"> ○ Criteria to be used to evaluate each objective. ○ Tasks to achieve the engagement objectives. ○ Methodologies, including the analytical procedures to be used, and tools to perform the tasks. ○ Internal auditors assigned to perform each task. 	Green		
The chief audit executive must review and approve the engagement work program before it is implemented and promptly when any subsequent changes are made.	Green		
Principle 14 – Conduct Engagement Work			
Standard 14.1 Gathering Information for Analyses and Evaluation			
To perform analyses and evaluations, internal auditors must gather information that is: <ul style="list-style-type: none"> ○ Relevant – consistent with engagement objectives, within the scope of the engagement, and contributes to the development of engagement results. ○ Reliable – factual and current. Internal auditors use professional scepticism to evaluate whether information is reliable. Reliability is strengthened when the information is: <ul style="list-style-type: none"> ▪ Obtained directly by an internal auditor or from an independent source. ▪ Corroborated. ▪ Gathered from a system with effective governance, risk management, and control processes. ○ Sufficient – when it enables internal auditors to perform analyses and complete evaluations and can enable a prudent, informed, and competent person to repeat the engagement work program and reach the same conclusions as the internal auditor. 	Green		
Internal auditors must evaluate whether the information is relevant and reliable and whether it is sufficient such that analyses provide a reasonable basis upon which to formulate potential engagement findings and conclusions. (See also Standard 14.2 Analyses and Potential Engagement Findings.)	Green		
Internal auditors must determine whether to gather additional information for analyses and evaluation when evidence is not relevant, reliable, or sufficient to support engagement findings. If relevant evidence cannot be obtained, internal auditors must determine whether to identify that as a finding.	Green		
Standard 14.2 Analyses and Potential Engagement Findings			
Internal auditors must analyse relevant, reliable, and sufficient information to develop potential engagement findings. For advisory services, gathering evidence to develop findings may not be necessary, depending on the agreement with relevant stakeholders.	Green		
Internal auditors must analyse information to determine whether there is a difference between the evaluation criteria and the existing state of the activity under review, known as the “condition.” (See also Standard 13.4 Evaluation Criteria.) Internal auditors must determine the condition by using information and evidence gathered during the engagement. A difference between the criteria and the condition indicates a potential engagement finding that must be noted and further evaluated. If initial analyses do not provide sufficient evidence to support a potential engagement finding, internal auditors must exercise due professional care to determine whether additional analyses are required. If internal auditors determine that no additional analyses are required and there is no difference between the criteria and the condition, the internal auditors must provide assurance in the engagement conclusion regarding the effectiveness of the activity’s governance, risk management, and control processes.	Green		
If additional analyses are required, the work program must be adjusted accordingly and approved by the chief audit executive.	Green		
Standard 14.3 Evaluation of Findings			
Internal auditors must evaluate each potential engagement finding to determine its significance. When evaluating potential engagement findings, internal auditors must collaborate with management to identify the root causes when possible, determine the potential effects, and evaluate the significance of the issue.	Green		

<i>Internal Audit requirements</i>	<i>Conformance</i>	<i>Action</i>	<u>Target for Implementation</u>
To determine the significance of the risk, internal auditors must consider the likelihood of the risk occurring and the impact the risk may have on the organisation's governance, risk management, or control processes. If internal auditors determine that the organisation is exposed to a significant risk, it must be documented and communicated as a finding.			
Internal auditors must determine whether to report other risks as findings, based on the circumstances and established methodologies.	Green		
Internal auditors must prioritise each engagement finding based on its significance, using methodologies established by the chief audit executive	Green		
Standard 14.4 Recommendations and Action Plans			
Internal auditors must determine whether to develop recommendations, request action plans from management, or collaborate with management to agree on actions to: <ul style="list-style-type: none"> ○ Resolve the differences between the established criteria and the existing condition. ○ Mitigate identified risks to an acceptable level. ○ Address the root cause of the finding. ○ Enhance or improve the activity under review. When developing recommendations, internal auditors must discuss the recommendations with the management of the activity under review. If internal auditors and management disagree about the engagement recommendations and/ or action plans, internal auditors must follow an established methodology to allow both parties to express their positions and rationale and to determine a resolution. (See also Standard 9.3 Methodologies.)	Green		
Standard 14.5 Engagement Conclusions			
Internal auditors must develop an engagement conclusion that summarises the engagement results relative to the engagement objectives and management's objectives. The engagement conclusion must summarise the internal auditors' professional judgment about the overall significance of the aggregated engagement findings. Assurance engagement conclusions must include the internal auditors' judgment regarding the effectiveness of the governance, risk management, and/or control processes of the activity under review, including an acknowledgment of when processes are effective.	Green		
Standard 14.6 Engagement Documentation			
Internal auditors must document information and evidence to support the engagement results. The analyses, evaluations, and supporting information relevant to an engagement must be documented such that an informed, prudent internal auditor, or similarly informed and competent person, could repeat the work and derive the same engagement results.	Green		
Internal auditors and the engagement supervisor must review the engagement documentation for accuracy, relevance, and completeness.	Green		
The chief audit executive must review and approve the engagement documentation.	Green		
Internal auditors must retain engagement documentation according to relevant laws and/or regulations as well as policies and procedures of the internal audit function and the organisation.	Green		
Principal 15 – Communicate Engagement Results and Monitor Action Plans			
Standard 15.1 Final Engagement Communication			
For each engagement, internal auditors must develop a final communication that includes the engagement's objectives, scope, recommendations and/or action plans if applicable, and conclusions. The final communication for assurance engagements also must include: <ul style="list-style-type: none"> ○ The findings and their significance and prioritisation. ○ An explanation of scope limitations, if any. ○ A conclusion regarding the effectiveness of the governance, risk management, and control processes of the activity reviewed. The final communication must specify the individuals responsible for addressing the findings and the planned date by which the actions should be completed. When internal auditors become aware that management has initiated or completed actions to address a finding before the final communication, the actions must be acknowledged in the communication. The final communication must be accurate, objective, clear, concise, constructive, complete, and timely, as described in Standard 11.2 Effective Communication. If the engagement is not conducted in conformance with the Standards, the final engagement communication must disclose the following details about the nonconformance: <ul style="list-style-type: none"> ○ Standard(s) with which conformance was not achieved. ○ Reason(s) for nonconformance. ○ Impact of nonconformance on the engagement findings and conclusions. 	Green		
The final communication must be reviewed and approved by the chief audit executive before it is issued.	Green		
The chief audit executive must disseminate the final communication to parties who can ensure that the results are given due consideration. (See also Standard 11.3 Communicating Results.)	Green		

<i>Internal Audit requirements</i>	<i>Conformance</i>	<i>Action</i>	<u>Target for Implementation</u>
Standard 15.2 Confirming the Implementation of Recommendations or Action Plans			
<p>Internal auditors must confirm that management has implemented internal auditors' recommendations or management's action plans following an established methodology, which includes:</p> <ul style="list-style-type: none"> ○ Inquiring about progress on the implementation. ○ Performing follow-up assessments using a risk-based approach. ○ Updating the status of management's actions in a tracking system. <p>The extent of these procedures must consider the significance of the finding.</p> <p>If management has not progressed in implementing the actions according to the established completion dates, internal auditors must obtain and document an explanation from management and discuss the issue with the chief audit executive.</p>	Green		
<p>The chief audit executive is responsible for determining whether senior management, by delay or inaction, has accepted a risk that exceeds the risk tolerance. (See also Standard 11.5 Communicating the Acceptance of Risks.)</p>	Green		