



06 February 2024

## Position papers

### Chartered Institute of Internal Auditors

Position papers address significant governance, risk or control issues and the roles and responsibilities of internal auditing.

Written by IIA Global, they are authoritative guidance for stakeholders in the profession of internal auditing and for members of the profession.

These papers remain relevant for the 2024 IPPF until such times as they are replaced.

---

#### Internal Auditing's Role in Governing Body/Executive Committees

Examples of where internal audit can add value, offers questions leadership should ask before extending an invitation, and outlines precautions that should be taken while participating to ensure internal audit's objectivity remains intact.

---

#### The Internal Audit Charter

Seven vital components that support the overall strength and effectiveness of the activity and should be covered in the internal audit charter.

---

#### Relationships of Trust

The paper identifies five key takeaways that begin with a clear understanding of reporting and alignment responsibilities, including what should be expected and demanded, as well as five key questions the governing body should be asking.

---

#### Fraud and Internal Audit

This position papers outlines when and where internal audit's skill sets can most effectively be used and at what point other resources should be tapped.

It also provides key takeaways regarding internal control procedures, prevention and response planning, risk exposure assessment, and fraud investigation, as well as five questions all organisations should pose to strengthen their programme.

---

#### Staffing Considerations for Internal Audit Activity

Knowledgeable and competent resources within internal audit are needed to ensure assurance and advisory work are performed in alignment with the organisation's expectations and in conformance with widely accepted principles and standards.

---

### **Why Conformance Matters**

Describes the importance of IIA Standards and how conformance to Standards helps provide true assurance.

---

### **Internal Auditing's Role in Corporate Governance**

Describes internal auditing's vital role in good governance and the importance of internal audit independence.

---

### **The Role of Internal Auditing in Enterprise-Wide Risk Management**

The principles presented in this paper can be used to guide the involvement of internal auditing in all forms of risk management. But we are particularly interested in enterprise-wide risk management, because this is likely to improve an organisation's governance processes.

This guidance, issued after public consultation, outlines the IIA's view of the role that internal audit should play in relation to the management of risks.

---

### **Three Lines Model**

This position paper provides a systematic approach to risk management and control, clarifying essential roles and duties.

The Three Lines of Defence model is designed for organisations of any size and any level of complexity. It can also benefit organisations that do not yet have a formal risk management framework or system in place.

It is a straightforward approach to coordinating duties related to risk management initiatives in order to cover gaps and avoid duplication of effort.