

Internal Audit and Risk Management

Effective, accountable and
inclusive organisations



One-week professional development workshop
9 to 13 March 2020



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BRITISH ACCREDITATION COUNCIL
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PAI is accredited by the
British Accreditation Council
for Independent Further and Higher Education

About the workshop

All around the world pressure on the public sector to build effective, accountable and inclusive organisations continues. This is at the heart of the UN Sustainable Development Goal 16 – “peace, justice and strong institutions.” In order to progress, organisations need to define their performance objectives and measure performance against them. This means that politicians and senior managers need assurance that systems and processes are in place to deliver economically, efficiently and effectively the performance objectives the organisation must achieve.

Politicians and senior managers need to be able to demonstrate “value for money”. Internal audit and risk management offer assurance and strengthen management decisions. This workshop will show you how internal audit and risk management can underpin essential financial systems which support the achievement of organisational objectives. It sets out current good practice in both these areas and gives an excellent opportunity for you to visit a selection of public sector bodies to talk to practitioners, in addition to drawing on the practical knowledge of the Workshop Director and visiting speakers. Case studies draw together real examples and insights during the week.

What the workshop will cover

The workshop includes practical advice on risk management, both as a vital management process in its own right and as a key tool in internal audit planning to focus attention where it is most needed. It will provide you with guidance on good practice developments which will be useful to improve further your own governance arrangements. It will involve discussion sessions and practical case study material, with a range of visits to key practitioners to examine the elements of good practice in these important and developing areas. It aims to be highly interactive and you are encouraged to: share your own experiences; debate the potential added value to your own situation from applying some of the features of models used in the UK; and consider skills and resources required to develop a framework for risk management and internal audit.

Workshop notes, presentations and a range of different materials will be provided on an Android tablet for you to use during the workshop and take home with you for future reference and follow up.

Who is it for?

The workshop is for:

- Senior managers with specific responsibility for governance, the implementation of UN SDGs (particularly SDG 16), and internal audit or risk management
- Heads of internal audit and finance managers
- Senior planners contemplating the introduction of internal audit and risk management to their organisation.

How you will benefit

The workshop is designed to allow you to:

- Discuss internal audit and risk management in the context of your organisation
- Examine the inter-relationship between internal audit and external audit in detail
- Share experience of good practice developments and practical lessons learned from their implementation in the UK and other countries
- Share your own experiences of managing and implementing risk management and internal audit
- Enable you to explore how these developments may be introduced and/or implemented in your own country.

“The workshop was interactive and added value to my profession. Interesting discussions with the Wales Audit Office and the internal auditor were the best.”

Faith Waithira
Internal Auditor
Public Sector Accounting Standard Board
Kenya

Programme outline

	AM	PM
Day 1	Welcome and introductions Achieving objectives: the role of risk management and internal audit Main elements of successful risk management Key success factors and problem areas for risk management	<i>Visit to a public sector body:</i> <ul style="list-style-type: none">• Practical experience of risk management and internal audit• Discussions with staff
Day 2	Developing a risk register: <ul style="list-style-type: none">• Case study to develop a risk register, including strategic plans and performance targets Participants' informal presentations	Main elements of successful internal audit Internal audit structures and independence <i>Late afternoon travel to Cardiff, Wales</i>
Day 3	<i>Visit to another public sector body:</i> <ul style="list-style-type: none">• Practical experience of risk management and internal audit• Discussions with staff	<i>Visit to Wales Audit Office:</i> <ul style="list-style-type: none">• Co-operation between internal audit and external audit• Approaches to performance audit <i>Late afternoon travel back to London</i>
Day 4	Risk-based internal audit planning: <ul style="list-style-type: none">• Case study to develop a risk-based internal audit plan, including assessment of risk and experience of previous audits New and emerging internal audit issues: <ul style="list-style-type: none">• Discussion on new issues in the UK	Audit approaches, including systems-based and substantive work <i>Visit to a public sector body or visiting speaker to discuss current developments in:</i> <ul style="list-style-type: none">• Governance• Internal audit• Risk management
Day 5	Performance audit for internal audit: <ul style="list-style-type: none">• Case study to identify performance audit topics and to develop the approach to be adopted Putting developments into practice: <ul style="list-style-type: none">• Comparison between UK practice and participants' own experience of internal audit	Workshop conclusion: <ul style="list-style-type: none">• Action planning• Review and evaluation• Presentation of certificates of attendance

We reserve the right to change the programme as necessary.

Workshop Directors

The Workshop Directors will be Dr Peter Boulding and Jane Squire.

Peter is an experienced public sector trainer and consultant. He trained in accountancy with the UK National Audit Office where he carried out financial audits in many UK Government Ministries and Agencies and was a key team member in several regulation and privatisation performance audits. He is a fully qualified professional accountant (full member of the Chartered Institute of Public Finance and Accountancy) with more than 30 years of experience of providing technical leadership in Public Financial Management (PFM) and Public Sector Reform (PSR). Peter has expertise in strengthening the audit, financial management and control capacity of public sector institutions. He has worked with Auditor Generals in numerous countries including Afghanistan, Bangladesh and Trinidad and Tobago. While Deputy Director, International, at CIPFA he organised a major conference for the Commonwealth (with PEFA and the World Bank) covering International Public Sector Accounting Standards implementation for Accounts and Auditors General from 18 countries. He managed the development of the OECD-DAC *Practitioners' Guide to PFM Capacity Development*. As a senior member of CIPFA's international team he led several professionalisation and training initiatives and helped launch the *Whole System Approach to Public Financial Management*. Peter is a trainer for the International Organisation of Supreme Audit Institutions' Performance Management System. He is currently an associate tutor for the CIPFA professional qualification for UK and international students. Peter's PhD is in Economic and Social Geography from the University of Durham.

Jane has 6 years' operational financial management experience and 33 years' external audit, consulting and training experience. She has worked in both the private sector and the public sector, including spending 20 years at the National Audit Office (NAO), working on performance audit. She has experience in the UK and overseas including in the USA and 11 countries in Europe. Jane carries out high profile independent reviews of financial management, corporate governance, performance management, internal audit and risk management, in UK central Government, Agencies and local government. She has extensive training experience both at professional qualification level (e.g. CIPFA in Slovenia) and for organisational transformation (e.g. 10 years at the European Court of Audit). Jane is a qualified accountant in the public sector (member of the Chartered Institute of Public Finance and Accountancy) and holds the Association of Project Managers qualification. She has published technical papers for CIPFA and the World Bank and is a senior examiner of the BSc Applied Accounting degree at Oxford Brookes University.

How to apply

Please complete the PAI application form online via our website: <https://public-admin.co.uk/booking-form/>.

You can also complete our hard copy application form. Please contact us at pai@public-admin.co.uk to obtain a copy. Once completed return to Amanda Anderson, Programme Manager, at the same email address.

If you would like to discuss this workshop, any of our other international workshops or our consultancy services, please contact Claire Cameron, Director.

We also have extensive experience of designing tailor-made training (from one day to two or three weeks) which can be run in your own country or in the UK to meet the specific needs of groups or individuals at all levels within your organisation. Please contact us if you would like further information.

Language

The workshop is conducted in English. You will need to have a good working knowledge of the language.

Location and arrival arrangements

The workshop is based in central London. We can arrange travel to and from one of the London airports into central London if you let us have your flight arrival details in good time. The cost of airport transfers is included in the fee.

Fees

The fee for the workshop will be £2,295. It includes tuition, travel to and from the airport in London, travel on scheduled visits which form part of the programme, travel and one night's accommodation while on the visit outside London¹, presentation material and other documentation. It also includes an Android tablet for you to use during the workshop and take home with you for future reference and follow up. We also provide a light lunch and refreshments during each working day as part of the fee.

Other costs

Airfares and daily travel to and from the workshop venue are not included. Our workshops are non-residential and you are responsible for your accommodation costs. We can help you with booking hotel accommodation so please let us know if you would like us to advise you or make a reservation. We suggest that you should allow approximately £160 per day for a modest standard of hotel (for example, three-star), local travel in the UK, meals (apart from a light lunch on working days) and other incidental expenses.

Value Added Tax

We do not have to charge UK Value Added Tax (VAT) if you can provide written confirmation from your government or its accredited representative that you are "employed by the government in furtherance of its sovereign activities." In all other cases, we will have to charge VAT (currently 20%) in addition to the fee.

Ways to pay

You, or your government agency, can pay by bank transfer or by cheque, made payable to Public Administration International. We also accept payment by credit or debit card but there is a surcharge for this way of paying. Please contact us if you would like to pay by credit or debit card.

Discounts

We offer a 10% reduction on the full tuition fee if we receive payment no later than 28 days before the first day of the workshop. If we receive payment after that, we will charge the full tuition fee.

Cancellation

If you have to cancel your booking, you must let us know in writing and we will acknowledge in writing your cancellation. For cancellations received up to 29 days before the start of the workshop we will refund the tuition fee, minus a charge of £200 to cover our administration costs. For cancellations received within 28 days of the start of the workshop, we will charge the full tuition fee. If you have paid the tuition fee and have subsequently been refused a visa to enter the UK, we will refund the tuition fee, minus a charge of £200 to cover our administration costs, providing you send us the original letter from the British High Commission/Embassy confirming refusal of a visa and providing you have not entered the UK.

Substitutions and transfers

If you have booked a place on a workshop and are not able to attend, we will accept an appropriate substitute at any time without penalty, but our normal terms and conditions will apply. Also, it is possible to transfer to a future workshop, but only one transfer is permitted. Please get in touch with us and we will advise you about transfers.

Please see our website for our full terms and conditions. If you would prefer a hard copy of our full terms and conditions, please let us know.

<http://www.public-admin.co.uk/terms-and-conditions-for-booking/>

Insurance

We advise you to arrange travel and health insurance cover before you leave your home country.

¹ Travel to and from the airport in London, travel on scheduled visits during the workshop, return travel and one night's accommodation on the visit outside London are provided at cost.

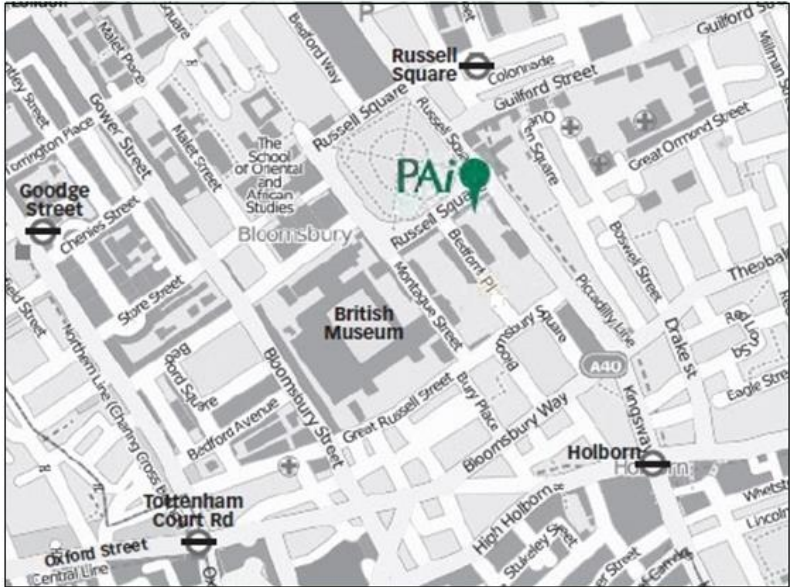
Who we are

PAI (Public Administration International) specialises in management consultancy, training and development services for organisations in, and associated with, the public sector worldwide. We provide advice and support for governments going through political, economic, structural and legislative change. Our extensive network of associates includes practitioners, academics and independent consultants. Our key objectives are promoting good governance and good practice in delivering public services. This workshop is one of a number of specialist UK-based professional development workshops designed to meet the needs of public services worldwide.

We pride ourselves on our:

- High quality, practical advice and support for our clients
- Professionalism and integrity
- Ability to offer excellent value for money
- Sound experience and track record internationally
- Networks and partnerships across the world
- Flexible, collaborative approach
- Friendliness and focus on putting people first.

Where we are



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