



**The Institute of
Internal Auditors
New Zealand**

Strategic Plan 2012 - 2014

December 2011

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Foreword from the President

On behalf of the National Board I am pleased to present the Strategic Plan for 2012-2014. The plan builds on the previous Board strategies and provides a clear focus for the coming three years. It has the full support of the National Board and includes input from Branch Committees.

A key driver of this plan is to gain universal recognition of internal auditing as a profession. To achieve this we plan to advocate the profession of internal auditing, provide internal auditors with the training and tools to increase their professional knowledge and skills and ensure quality performance.

The elements that underpin an internal auditor's professional credibility include displaying high quality technical and interpersonal skills and expertise; maintaining widely recognised IIA qualifications with continuing professional development; and working within the framework of the IIA's International Standards and Code of Ethics.

The investment strategies identified in this plan focus on:-

- identifying key stakeholders and audiences to initiate ongoing dialogue with policy makers, government departments, MPs, regulators and the media;
- raising the profession's profile among the business community and making sure our business leaders understand the value we offer and the impact we can make;
- developing learning pathways to ensure our members meet professional requirements; and
- developing procedures to ensure our members are meeting the requirements of the Code of Ethics and Standards;

The journey to achieve our "vision" will be challenging and strong collaboration and cooperative partnerships underpin the way forward and are fundamental. The National Board, working in partnership with Branches, is committed to ensuring a consistent and co-ordinated membership approach is taken to achieve our investment strategies.

Souella Cumming
President
Institute of Internal Auditors New Zealand

1. Introduction

1.1 Strategic Planning Process

In November 2009 a strategic planning meeting was held to discuss the strategic direction of the IIANZ. This meeting included the National Board and Branch Committee Members. As a result of this meeting it was agreed to develop a strategic plan.

Further research to the development of this strategic plan included:

- A SWOT analysis
- Review of IIA-Inc strategic plan and the report of the Professionalism/Value Proposition Task Force (October 2009)
- Review of IIA Australia Policy Agenda

At a National Board meeting in November 2011, the draft plan was reviewed in the context of the current environment. The results of the strategic planning meetings and research form the basis of this strategic plan.

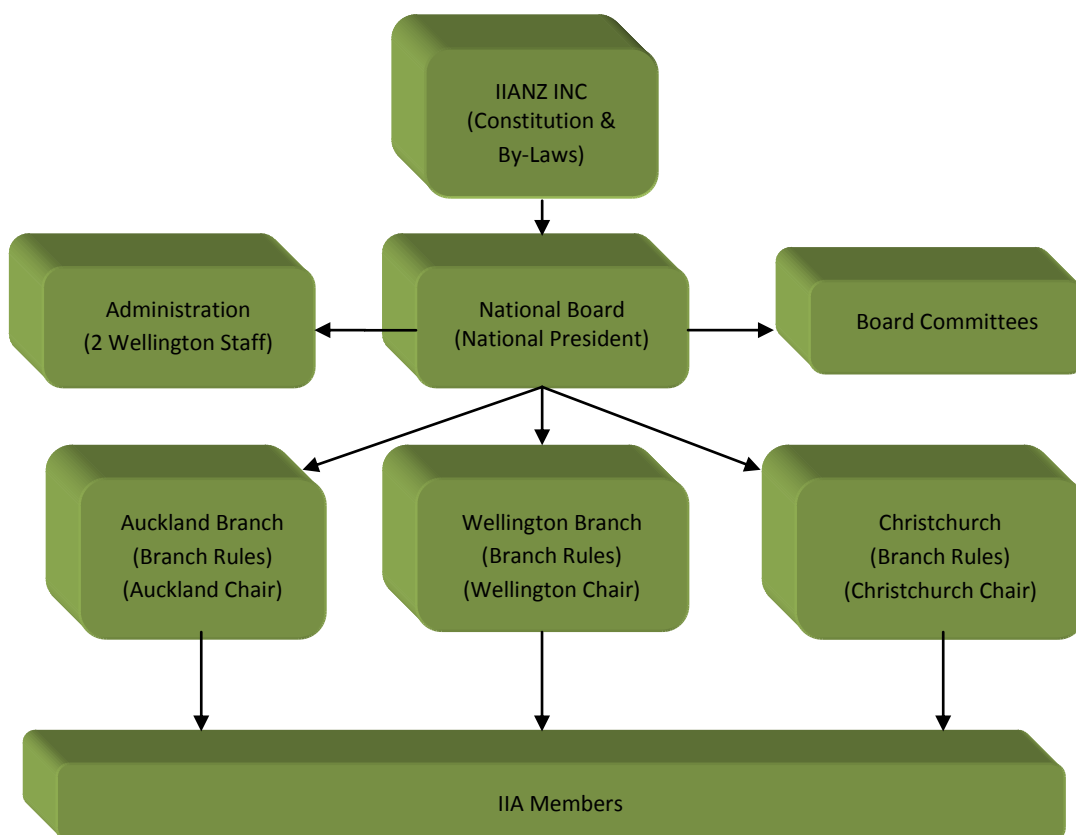
1.2 Background

The IIANZ became a National Institute in 1986 and is affiliated to the Institute of Internal Auditors Incorporated (IIA-Inc.). The IIA-Inc. is an international professional association of more than 170,000 members which was established in 1941.

The IIANZ is governed by a National Board and Branch Committees situated in Auckland, Wellington and Christchurch which are supported by a national office comprising of two full time staff. The Institute has approximately 520 members (as at November 2011) and its activities include:

- Providing internal audit practitioners, executive management, boards of directors and audit committees with standards, guidance and information on internal auditing best practices.
- Providing professional development activities and certification.
- Bringing together internal auditors to share information and experiences in internal auditing.
- Upholding standards by facilitating quality assurance services.
- Advocating, promoting and publicising the profession to industry professionals, universities, government, public and private sectors.
- Contributing to the global profession with representation on international committees.

The following diagram provides an overview of the IIANZ governance structure.



2 Strategic Outline

2.1 Purpose

As the leading body for internal audit in New Zealand, the IIANZ is continually working to enhance and support the careers of our members, and promote the importance of best practice internal audit.

2.2 Vision

Internal audit professionals are widely recognised, respected, trusted and valued as the leading providers of assurance and advice on risk management, internal control and governance for the benefit of organisations and their stakeholders.

2.3 Mission

Advocating and promoting the practice of internal auditing.

2.4 Values

- Integrity
- Objectivity
- Confidentiality
- Competency

2.5 Guiding Principle

Progress is achieved through sharing best practices and contributing to the global development of our profession.

3 Strategic Plan 2012 – 2014

3.1 *Strategic Objectives*

To support the achievement of our “Vision” we have established the following strategic objectives:

1. Advocate and promote internal audit, IIA Standards and professional certifications.
2. Enhance our members’ careers and value to their organisations.
3. Formalise strategic alliances with complementary organisations and work together to achieve mutual beneficial objectives.
4. Attract and retain internal audit professionals.

3.2 Investment Strategies

Strategic Objective No 1

Advocate and promote internal audit, IIA Standards and professional certifications.

Investment Strategy	Measures of Success	Target Date	Desired Outcomes
1.1 Develop a Policy Statement to market the value of internal audit and communicate to key stakeholders.	1.1.1 Policy Statement developed. 1.1.2 Policy Statement communicated to key stakeholders.	Q1 2012	1.1a Internal auditing is valued as a key pillar of organisational governance.
1.2 Develop and execute a framework to provide internal audit advocacy.	1.2.1 Advocacy framework developed. 1.2.2 Media policy and standard practice in place. 1.2.3 Number of position papers released by IIA. 1.2.4 Number of submissions on proposed legislation.	Q1 2012 Q4 2012 Q2 2013	1.2a Integrated advocacy guidelines and network to promote internal audit in place. 1.2b Identified how committed boards, and audit committees are to IIA standards and certifications. 1.2c Consistent messages being communicated to key stakeholders.
1.3 Promote the IIA certifications.	1.3.1 Develop and execute IIA certification marketing programme. 1.3.2 IINANZ By-Laws reviewed. 1.3.3 25% of membership is CIA qualified.	Q2 2012 Q3 2012 Q4 2013	1.3a IIA certifications are highly valued by internal audit professionals and their employer organisations. 1.3b IINANZ By-Laws aligned with IINANZ policy statement.

Investment Strategy	Measures of Success	Target Date	Desired Outcomes
1.4 Establish and recognise member internal audit functions and members who meet IIA Standards and CIA requirements.	1.4.1 Identify member internal audit functions that meet IIA Standard requirements.	Q3 2012	1.4a Internal audit functions and members who meet IIA Standards and CIA requirements seek formal recognition of their achievements. Awards programme is reviewed and revised.
	1.4.2 Identify members with the CIA qualification. (completed)	Q2 2012	
	1.4.3 Recognise achievements through Awards programme	Q3 2012	
1.5 Promote and facilitate quality assurance services for internal audit functions.	1.5.1 Develop and provide a quality self-assessment tool for internal audit.	Q2 2013	1.5a 50% of audit functions meet IIA Standard requirements by 2014.

Strategic Objective No 2

Enhance our members' careers and value to their organisations.

Investment Strategy	Measures of Success	Target Date	Desired Outcomes
2.1 Develop and execute an internal audit learning and development pathways programme.	2.1.1 Professional requirements are developed, documented, approved, and available to all members and non-members on the website.	Q2 2012	2.1a 30% of membership are CIA qualified and meet CPD requirements.
	2.1.2 25% of members are CIA and meet professional designation requirements.	Q4 2013	
	2.1.3 30% of members are CIA and meet professional designation requirements.	Q4 2014	
2.2 Develop and implement an accredited IIA trainer scheme.	2.2.1 IIA accredited training provider policy and scheme in place.	Q2 2012	2.2b Training providers meet IIA accredited trainer scheme requirements.
2.3 Update the designation self-certification and validation policy and processes.	2.3.1 Designation self-certification and validation policy and processes updated.	Q3 2012	2.3a Able to identify and report on membership designation status.
	2.3.2 Member database designations and CPD status up to date.	Q2 2012	
2.4 Track and identify members' membership class status, course attendance, qualification achievements and CPD outputs.	2.4.1 Membership Management System (MMS) in place and available to support the learning and development pathway programmes.	Q2 2012	2.4a MMS that is simple and straightforward, and effectively captures and reports on membership status and achievements.
2.5 Leverage IIA global knowledge, practices, tools and techniques.	2.5.1 Regularly sharing and utilising material from other country IIA Institutes.	On-going	2.5a IIANZ website is the primary reference site for internal audit knowledge for internal audit professionals.
	2.5.2 Number of visits to website knowledge material.		

Strategic Objective No 3

Formalise strategic alliances with complementary organisations and work together to achieve mutual beneficial objectives.

Investment Strategy	Measures of Success	Target Date	Desired Outcomes
3.1 Formalise and consistently manage strategic alliances.	3.1.1 Strategic Alliance Policy developed and approved. 3.1.2 MOU template developed and approved.	Q1 2012 Q2 2012	3.1a Documentation to manage strategic alliances is consistent and provides a platform to achieve beneficial alliances.
3.2 Identify organisations that can help the IIANZ achieve its “vision” and formalise the relationship.	3.2.1 MOUs developed and approved by respective boards e.g. (but not limited to) NZICA, ISACA, IoD, NZSRM and IIA Aus.	Q3 2012	3.2a Strategic alliances are optimised, managed consistently, and designed to accomplish IIANZ “vision”.
3.3 Identify tertiary education providers that can help the IIANZ achieve its “vision” and formalise the relationship.	3.3.1 IIA courses are offered as part of the undergraduate curriculums for: <ul style="list-style-type: none"> • 2-3 universities; and • 2-3 other tertiary providers 	2013 for 2014	3.3a Tertiary education providers offering IIA approved/endorsed papers aligned with the internal audit learning and development pathways programme. 3.3b Able to market the internal audit profession to tertiary students.
3.4 Establish an IIA, employer and tertiary education provider consortium to provide industry feedback on internal audit career requirements.	3.4.1 Pipeline of high calibre people to fill IA roles in the market.	2014	3.4a High calibre practitioners are entering the internal audit profession. 3.4b Employees with an IA qualification are recognised and receive a salary differential.

Strategic Objective No 4

Attract and retain internal audit professionals.

Investment Strategy	Measures of Success	Target Date	Desired Outcomes
4.1 Establish an appropriate member level hierarchy that aligns to our “vision”.	4.1.1 IIANZ By-laws aligned with the IIANZ Policy Statement and strategy.	Q2 2012	4.1a Internal auditors who meet professional requirements are widely recognised, respected, and valued by stakeholders. 4.1b Internal auditors aspire to personally meet IIA requirements.
4.2 Develop a membership marketing campaign focusing on IIA value proposition and communicate it to key constituencies.	4.2.1 Baseline survey to establish membership opinion on the value of IIA completed. 4.2.2 Membership marketing campaign developed and executed. 4.2.3 Annual membership survey completed to gauge membership opinion on the value of IIA.	Q1 2012 Q2 2012 Q1 2013 and then annually	4.2a Membership numbers increased to over 600 by 2014. 4.2b Achieved annual target increase in member satisfaction ratings with IIANZ by 2013.
4.3 Develop a membership pricing structure that is dynamic, aligned with value provided and differentiates targeted groups	4.3.1 Reviewed and updated membership pricing strategy. 4.3.2 Member service add-ons developed and in place. 4.3.3 Free access to online marketing system for CIA members, and Internal audit functions.	Q3 2012 Q2 2012 Q2 2012	4.3a Members consider annual membership fees commensurate with “value return”.

Investment Strategy	Measures of Success	Target Date	Desired Outcomes
4.4 Recognise members' contributions to the internal auditing profession.	4.4.1 Number of media references to IIANZ awards programme and award recipients.	2013	4.4a IIANZ Awards programme widely publicised in media providing excellent publicity for IIA and organisations and members recognised.
	4.4.2 Organisations/members recognised for their commitment to the IPPF standards.	Yearly	4.4b IIANZ Awards programme highly valued by members.

3.3 Accountabilities

The IIANZ Board is accountable for the achievement of this plan. Individual Board Members are responsible for each of the four strategic objectives and developing detailed plans and budgetary requirements to achieve the investment strategies.

Budgetary requirements are required to be approved by the National Board.

The following table identifies National Board Directors who have been appointed as strategic objective leaders.

No.	Strategic Objective	Leader
1	Advocate and promote internal audit, IIA Standards and professional certifications.	Aloysius Teh
2	Enhance our members' careers and value to their organisations.	Robbie Green
3	Formalise strategic alliances with complementary organisations and work together to achieve mutual beneficial objectives.	Souella Cumming
4	Attract and retain internal audit professionals.	Brett Ormsby

Strategic Objective leaders are responsible to report activity outputs and achievements quarterly to the National Board.

4 Approval and Review

The IIANZ Strategic Plan 2012 – 2014 has been approved by the IIANZ National Board and is required to be reviewed and updated annually.