

# Halderstone



Training module

# Audit Programme Management

Design and govern risk-informed audit programmes, decide when audits should be combined or kept separate across standards, harmonise group-level structures, and structure programme-level reporting



# Is your audit programme a disjointed calendar of activities rather than a coherent assurance portfolio?

## Overview

Many organisations manage individual audits effectively but struggle to oversee their audit programme as a cohesive system. This often leads to shifting priorities, fragmented results, and supplier audits operating in isolation.

This module focuses on the critical work of designing and governing an audit programme, from single-entity to group-level operations. Participants will learn to build practical structures for meaningful coverage, flexible scheduling, and decision-relevant reporting, ensuring consistent quality and driving continual improvement across all audits.



## Target audience

- Aspiring auditors who want to audit management systems following best practices
- Practising management system auditors who want to strengthen their audit knowledge, judgement, and effectiveness

# Is this module for you?

## It is a good fit for you if you...

- are responsible for running or shaping an audit programme.
- struggle to move from a calendar of audits to risk-based coverage.
- need to decide when audits across multiple standards should be combined or kept separate.
- need a harmonised programme model across groups or corporate structures without losing local fit.
- want programme-level reporting that supports assurance decisions.

## It may be less suitable for you if you...

- already operate a mature, risk-informed audit programme that works in practice.
- are not involved in audit programme governance or coordination.
- need audit execution skills such as interviewing or evidence collection.
- are looking for ISO clause interpretation or audit technique training.

# Learning outcomes



## Key outcomes

- Define an audit programme charter that clarifies governance, roles, and escalation routes
- Build a multi-year and annual audit portfolio that is risk-informed using existing organisational inputs and clear logic for combined or separate audits
- Integrate supplier audits into the overall audit programme with clear coverage logic and interfaces

## Additional capabilities

- Create an audit schedule and resource plan accounting for competence, independence, and change
- Set programme-level consistency controls and harmonised governance across sites and entities without dictating audit execution methods
- Consolidate audit results into programme-level themes for management visibility and review

# Agenda

## **Role and boundaries of audit programme management**

How audit programme responsibility differs from individual audit responsibility, and where the boundaries of this module sit by design

## **Programme governance and operating model**

How to define roles, decision rights, escalation paths, and independence at programme level, and design interfaces with system owners, procurement, and leadership routines

## **Risk-informed audit portfolio design across standards**

How to use existing context, risks, and priorities to design multi-year and annual audit portfolios across multiple standards, and decide where combined audits create value and where separate audits provide clearer assurance

## **Supplier audit integration at programme level**

How to integrate supplier audits into the overall programme using segmentation by criticality, dependency, and impact, and manage coordination points such as access, confidentiality, and contractual interfaces

## **Group-level harmonisation and local flexibility**

How to build common programme structures, templates, reporting, and review routines across groups or corporate structures while preserving sensible local adaptation at entity and site level

## **Scheduling and resource planning**

How to build audit schedules that remain workable under change, and assign auditors based on competence, independence, and conflict considerations as programme controls

## **Consistency and quality across audits**

How to establish programme standards through templates, expectations, and calibration approaches, and maintain auditor competence while reducing variability from a programme governance perspective

## **Programme monitoring, consolidation, and reporting**

How to track audit coverage and delivery without turning monitoring into KPI design work, and consolidate themes and systemic issues for management visibility

## **Continual improvement of the audit programme**

How to apply learning loops, feedback, and periodic re-baselining, and update governance, portfolio logic, and quality controls as the programme evolves

## **Case-based workshop**

Applying the learned concepts, methods, and approaches in a realistic case setting

# Included materials



## Learning materials

- Slide deck
- Participant workbook

## Templates & tools

- Audit program management process
- Audit programme charter (roles, decision rights, escalation)
- Multi-year audit programme plan template
- Annual audit schedule template

## Confirmation

- Confirmation of participation

# Preparation guidance

## Assumed background

This module assumes participants can already operate comfortably in the internal audit domain and understand the difference between programme management and audit execution. In particular:

- Solid understanding of audit principles, evidence thinking, and auditor judgement
- Familiarity with how audit findings are formulated, reported, and followed up
- Basic familiarity with supplier/outsourced relationships (helpful for programme-level integration)

## Preparatory modules

### Foundation (depending on background)

Useful if you are new to the underlying concepts

- Audit Principles
- Audit Reporting & Follow-up

### Supporting (optional)

Helpful but not required to participate effectively

- Internal Auditing

# Logistics



## Available languages

- English
- German

## Standard delivery options

- Virtual live teaching
- Blended learning (e-learning + live)

## Bespoke delivery options

- On-site delivery at your place
- Content adapted to your organization



# Halderstone

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