

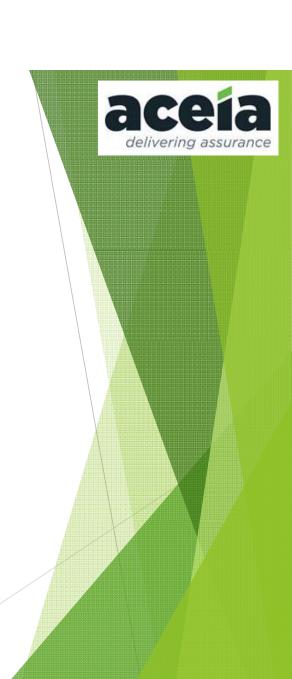
# Assurance Mapping

A combined assurance approach

#### What is Assurance Mapping?

Detailed process to obtain a view of the organisational assurance provided at various levels of defence.

- Line 1: Operational Management
- □ Line 2: Management Oversight
- □ Line 3: Independent Oversight



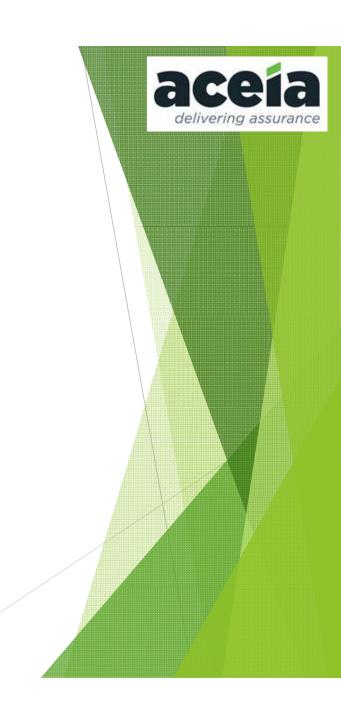
#### Why Assurance Maps?

- Provides a visual and informative summary of various assurance activities
- Identifies gaps and overlaps in assurance
- Minimise business/operational disruptions (Assurance fatigue)
- Promotes collaboration and opportunities for reliance on other assurance providers
- Optimise assurance costs



### Key stakeholders

- Board and Senior Management
- □ Risk and Audit Committees
- Internal Auditors
- External Assurance Providers
- Regulators



#### Text based assurance map

Entity business risks (taken from an entity's risk management plan)  Failure to recruit, develop and retain sufficient skilled staff to sustain core service delivery at required levels. Failure to assess, monitor and appropriately manage key organisational requirements including resource and budget management in a changing business environment. Failure to adequately manage the entity's complex contractual arrangements ineffective and/or inappropriate management of information.	Source and level of assurance provided					Overall assessment of level of assurance	Is level of assurance adequate
	Work Area	Work Area	Management committees	Internal audit	Other assurance activities		Yes/No
	low	moderate	(Human Resource Management) moderate	low	i e	moderate	Yes
	low	low	(Executive Board) moderate		(External review) low	moderate	Yes
	low	moderate	(Executive Board) moderate	law	्र	moderate	No
	low	low	(Information Management) moderate	moderate	12	moderate	Yes
Ineffective financial management	moder ate	moderate	(Finance) moderate	moderate	(Audit Committee) High	high	Yes
Failure to work with or manage implementation partners.	moder ate	low	(Executive Board) low	law	Ž.	low	No

depend on the extent to which the controls in place and other arrangements address the business risk.



Visual assurance map





#### Benefits/Advantages

- □ Raise understanding of the risk profile, and strengthen accountability and clarity of ownership of controls
- Better understanding of the current state of assurance, highlighting areas of low coverage, extensive or over coverage and gaps in understanding
- □ Focus IA efforts where there are gaps in the first and second lines of defense and to include providing an independent assessment of the quality of assurance provided by the first and second lines of defense
- Identify the actual state of internal control prior to the external assurance engagement, and where any work may need to be focused



### Challenges/Issues

- Lack of adequate risk/assurance information
- □ Time consuming exercise
- Lack of adequate support from key stakeholders
- □ High level of complexity resulting in inappropriate reliance
- Out of date information



### Key steps in assurance mapping

- Define the extent of the assurance map (what is to be covered e.g. key risks/ key processes etc.)
- Engage with key stakeholders across the business
- Map the risks, systems/processes and assurances currently in place
- Assurance reality check Assess the assurances in place
- Assurance blue print Identify the gaps, overlaps etc.



## Key learning from the session

- Engage with key stakeholders to enhance the understanding of their role in assurance and obtain accurate information
- Carry out a detailed mapping of all key assurance activities to identify gaps and overlaps in audit coverage (Assurance Blue Print)
- Work closely with all the assurance providers in order to provide a combined assurance and to make it a continuing reality (e.g. establish Combined Assurance Forum)

