Connect › Support › Advance
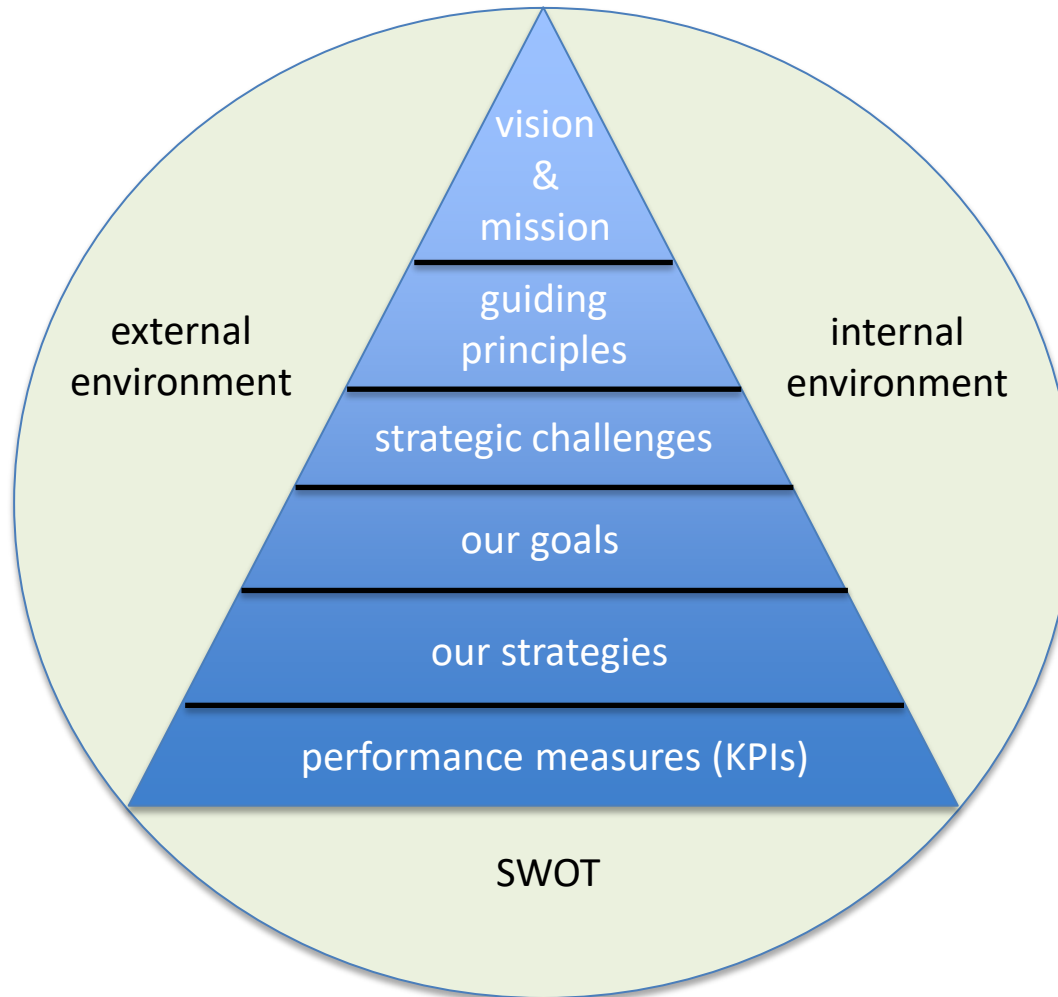
The Institute of
Internal Auditors
Australia

2022-2024
STRATEGIC PLAN

Board approved 13 October 2021

Strategic Framework

Vision, Mission & Strategic Goals

OUR VISION

Our members are recognized professionals who are sought after as trusted advisors to boards and executives

OUR MISSION/PURPOSE

To advance the profession and practice of internal auditing and those specializing in governance, risk and controls

STRATEGIC GOALS

Grow Membership

Promote Competency and Learning

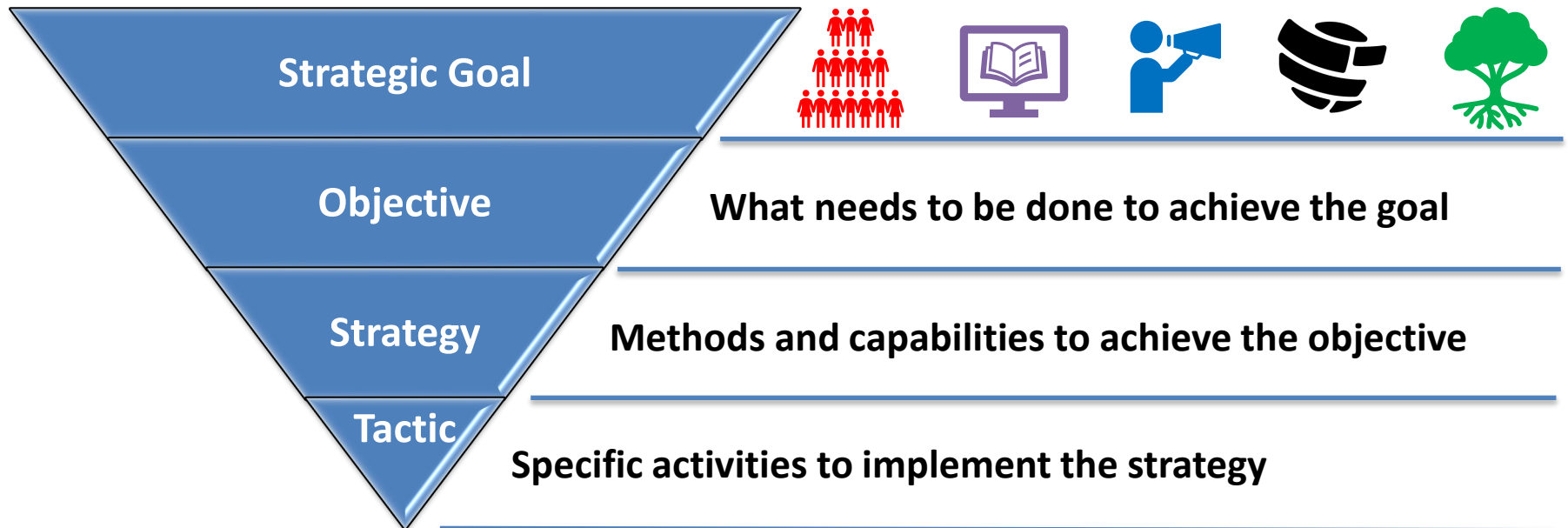**Advocate for Public Policy Interests of the Profession**

Evolve Image and Heighten Brand Awareness

Ensure Organizational Sustainability

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Achieving our Goals

Strategic Goal

Objective — **What needs to be done to achieve the goal**

Strategy — **Methods and capabilities to achieve the objective**

Tactic — **Specific activities to implement the strategy**

Grow Membership

Objectives	Strategies
A. Grow student membership	A1. Raise awareness of the characteristics of the broader internal audit profession among tertiary students A2. Promote curriculum specifically designed by The IIA for students globally
B. Expand membership reach to include professionals in industries adjacent to internal audit	B1. Explore partnerships for strategic value and acquisition targets for organizations and professionals related to internal audit B2. Deliver products and services to professionals specializing in governance, risk, and/or compliance B3. Promote membership to professionals that specialize in governance, risk, and compliance
C. Elevate and enhance the member experience	C1. Communicate the Connect>Support>Advance value proposition to members and prospective members C2. Engage with Chapter Councils to reimagine the member experience, ensuring effective delivery of member value across local experiences and touchpoints C3. Monitor and fine-tune the CAE Engagement Strategy C4. Build a member online community for engagement and networking locally and globally C5. Leverage the enhancements within the Stratum AMS to increase the relevance and impact of member benefits, messaging, and promotions

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Promote Competency & Learning

Objectives	Strategies
A. Reimagine professional development and credentialling	A1. Participate with The IIA in updating the competencies needed to upskill or reskill professional internal auditors A2. Contribute to the development of a learning portfolio and pathways for all career levels, including clearly defined core and emerging topics A3. Deliver training in audit and assurance techniques that will benefit non-audit specialists (e.g., Quality Managers, Technical Managers) A4. Identify training that will enable internal auditors to demonstrate technology-specific competencies A5. Invest in quality on-line training A6. Develop and promote micro-credentialling opportunities A7. Establish and launch digital badging for participants to demonstrate competency and learning
B. Expand and deploy new go-to-market strategies	B1. Develop a market strategy to promote competency and learning B2. Deliver relevant learning products to segmented markets including GRC B3. Execute a sales strategy for learning and credentialling to groups and companies

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Advocate for Public Policy Interests of the Profession

Objectives	Strategies
A. Self-regulation of the profession through a Code of Conduct	A1. Promote the Code of Conduct to members so they become advocates A2. Promote to employers the benefits of adopting a Code of Conduct for their internal audit functions in Australia A3. Recognize/celebrate employers who adopt IIA-Australia's Code of Conduct A4. Develop a marketing strategy to promote the Code of Conduct to audit committees, regulators, and to all levels of government A5. Incorporate promotion of the Code of Conduct as part of IIA-Australia's annual Advocacy and Stakeholder Relationship Plan activities
B. Elevate recognition of and respect for the internal audit profession	B1. Define and communicate policy goals, positions and core messages in the Advocacy and Stakeholder Relationships Plan to elevate recognition of the value of internal auditing as a profession B2. Engage with key stakeholders and influencers to advance policy goals and positions B3. Promote the inclusion of the *Standards* in laws and regulations, and adoption by high-profile stakeholders
C. Mobilize Chapter Councils to advance advocacy efforts and messaging	C1. Develop and maintain a library of tools and resources that volunteers can use to advocate for the profession C2. Communicate advocacy success stories in jurisdictions to the wider membership

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Evolve Image and Heighten Brand Awareness

Objectives	Strategies
A. Launch a new brand to elevate the impact of IIA and reputation of the internal audit and GRC professionals	A1. Launch a new brand platform/image in Australia via impactful integrated campaigns A2. Craft a proactive media outreach plan to reinforce the critical role of internal audit in governance A3. Use the launch to appeal to professionals who work alongside internal audit
B. Embrace our role as the preeminent provider of competency, learning and assessment for assurance professionals	B1. Establish IIA-Australia as the best-in-class for competency, learning, and assessment B2. Promote the CIA® and the GradCertIA as pathways to professional membership (PMIIA) as a mark of a competent, professional internal auditor B3. Drive awareness and adoption of our product portfolio, ensuring high visibility, online, in print, and in-person to maximize product reach
C. Build awareness of the IIA and enhanced services to board and management stakeholders	C1. Understand the motivators, barriers and potential opportunities for IIA products to meet these stakeholder needs C2. Enhance and build IIA brand awareness with company directors

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Ensure organizational sustainability

Objectives	Strategies
A. Establish best in class product portfolio to enhance member value and drive sustainable revenue growth	A1. Deploy a centralized approach to learning product development, ensuring alignment with practitioner needs A2. Collaborate to discover and innovate new and existing products via ideation, research, market insights, and competitive analysis
B. Embrace diversity, equity, and inclusion as an organization	B1. Foster and sustain a diverse, equitable, and inclusive culture and working environment B2. Support the professional development of staff where they can enrich the organization in supporting members
C. Build and continuously evolve agile, secure, and scalable technologies	C1. Leverage the capabilities of the APT Stratum AMS and website platform C2. Continue technology transformation with a clearly defined roadmap C3. Ensure effective governance and IT project management capabilities
D. Cultivate partnerships with like-minded organizations	D1. Establish new partnerships with organizations to drive value for IIA and the profession D2. Leverage existing partnerships to add value and deliver on the strategic plan D3. Maintain a leadership position with Affiliates across the Indo-Pacific region

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Performance Measures (KPIs)

Goal 1: Grow Membership

- Year-on-year increase in the total number of members
- Year-on-year increase in the number of Professional Members
- Year-on-year increase in young, GRC and student members
- Year-on-year increase in the overall level of member satisfaction as recorded in the annual Beaton Consulting Member Benchmarking Survey

Goal 2: Promote Competency & Learning

- GradCertIA graduands rate the overall program 4.0 or better out of a maximum score of 5.0
- Year-on-year increase in the number of participants who attend public training courses through IIA-Australia
- 10 new Whitepapers are released each year
- 10 new Factsheets are released each year

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Performance Measures (KPIs)

Goal 3: Advocate for the Public Policy Interests of the Profession

- Effective delivery of the IIA-Australia Advocacy and Stakeholder Relations Plan
- Members become advocates for the Code of Conduct
- Chapter Councils promote advocacy efforts and messaging

Goal 4: Evolve Image and Heighten Brand Awareness

- Successful launch of the new IIA-Australia brand
- Year-on-year increase in the volume of references to internal audit on social media
- Regular promotion of internal auditing in AICD's *Company Director* magazine

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Performance Measures (KPIs)

Goal 5: Ensure Organizational Sustainability

- Progress with implementing IIA-Australia's Technology Plan
- Achievement of the annual budget
- Financial reserves are adequate, in the view of the Board, to meet the medium-to-long-term objectives of IIA-Australia

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