

Think Ahead

ACCA

ACCA UK's annual  
internal audit conference  
Wednesday 13 May 2015

# Auditing The Four Horsemen of the Apocalypse

ACCA UK's  
annual internal audit  
conference –  
**Auditing The Four  
Horsemen of The  
Apocalypse**

Wednesday 13 May 2015

09:30 – 16:30

The Thistle Marble Arch Hotel,  
London

Cost: £190

**Discounts:**

Book two or more delegates and pay  
£170 per delegate

£170 ACCA students

**The four horsemen of the apocalypse have variously been interpreted as representing war, false prophets or sickness, famine and death. The four horsemen have their modern day equivalents in the battles within the European Union, those on its borders and in the Middle East; overstated profits at Tesco; the Ebola virus disease; austerity measures; and organisational death where entities do not recover to give just a few examples.**

Is internal audit always shutting the barn door after the horsemen of the apocalypse have bolted? Are we so blinkered by our focus on historic failures of risk management that we fail to identify the elephant in the room that our current risk management has not learned the lessons we all blithely speak about? Do we always just fix the last problem rather than look ahead to potential problems? We seem to suffer from collective amnesia – failures happen over and over again and organisations always think that it will not happen to them. We cannot just tick the boxes and hope for the best; we must live up to our professional obligations to the organisations we represent and society as a whole.

Regardless of which sector you work in, the globalisation of everything has made us more vulnerable. With so many people working overseas and travelling for work, how long will it be before Ebola lands on our shores? Bird flu has come back – how will this affect our food chain? If the conflicts in the Middle East and Eastern Europe cannot be resolved, what does it mean for our energy security?

Having shored up our banks, what will be the next crisis into which public money will be poured to prevent collapse – will it be the postal service which is already threatened by competition from external organisations not constrained by the obligations of Royal Mail? Internal audit has a vital role to play in assurance including in relation to the effectiveness of governance, strategic objective setting, risk management, execution of 'business as usual' activities; and continuous learning and improvement.

Our speakers will share their insights from being involved in major incidents at their organisations and will discuss practical responses to four types of catastrophic risks that delegates can take back with them.

The issue

## THE KEY FEATURES

This conference aims to explore a world in turmoil and the issues of reputational management that accompany such turmoil. Internal audit has an important role to play in ensuring that an organisation is prepared to respond to these potential risks.

## THE SPEAKERS

Andrew Garner  
*CEO, Andrew Garner Associates*

Dr Darren Brooks MEng PhD CISSP  
*Practice Director, Wipro*

Daniel Roberts  
*Group Head of Risk, FCG*

Rui Bastos  
*Group Head of Audit and Risk Management at Reliance Industries*

Richard Archer BA MSc App Dip MIRM  
*Chief Risk Advisor, BT Business*

## THE PROGRAMME

09:00–09:30	Registration with refreshments
09:30–09:40	<b>Chair's Introduction</b> Graeme Clarke
09:40–10:30	<b>The Four Horsemen of the Apocalypse</b> Andrew Garner
10:30–11:15	<b>Cyber Security for Internal Auditors</b> Dr Darren Brooks
11:15–11:30	Refreshment Break
11:30–12:30	<b>Crisis and Continuity Planning – Thinking Outside the Box</b> Daniel Roberts
12:30–13:30	Lunch
13:30–14:00	Panel Discussion
14:00–15:00	<b>Implementing Risk Management – Practical Lessons</b> Rui Bastos
15:00–15:15	Refreshment Break
15:15–16:15	<b>Practical Auditing of Project Risk Management</b> Richard Archer
16:15–16:30	Chair's Closing Remarks
16:30	Close

## Chair's details

### Graeme Clarke FCCA

*Director, Governance Risk and Internal Control, Mazars LLP*

Graeme is Chair of the ACCA UK Internal Audit Members Network Panel and has worked as an internal auditor for the last 17 years. In this time he has worked in a practice environment, providing internal audit services to a wide and diverse range of organisations across the public and not for profit arenas including central government bodies, further education colleges, higher education institutions and charities. Having entered the profession at the time of shifting from compliance and systems based to risk based auditing, Graeme is now actively involved in development and introduction of assurance frameworks and mapping across organisations in order to provide non-executives and senior management with oversight of assurance against key risks and activity as well as being a key player in the third line of defence itself.

## **THE FOUR HORSEMEN OF THE APOCALYPSE**

Andrew Garner

This session will address the issues presented by market changes, risk in its various forms, the current priorities and behaviours of PLC boards and senior commercial management, especially as they relate to the internal audit function. In doing so Andrew has chosen to frame his remarks around the four horsemen of the apocalypse as a metaphor which, instead of invoking mythology, will revolve around examples of issues that are framing the world in which we are all striving to be successful in making a living for ourselves and trying to create a safe environment for our children and generations to come.

## **CYBER SECURITY FOR INTERNAL AUDITORS**

Dr Darren Brooks

Internal auditors are often asked what is being done about cyber security by the board without either party understanding the subject. Darren will put a definition on what cyber security actually is and will explain how the cyber threat landscape has evolved in the past five years. The speaker will also talk about some of the recent cyber-attack trends and techniques.

To have an intelligent conversation about how cyber security is being managed in an organisation, a key starting point is to ask how cyber risk should be managed and by whom. It is important to define sets of activities and capabilities that are required at all levels of the organisation. Darren will discuss how internal audit can assess the effectiveness of those activities and capabilities in managing cyber risk.

In this world of cyber security, does your internal audit team have the knowledge and skills to play its part in the defence of shareholder value from cyber-attack and if not, what do you do about that?

## **CRISIS AND CONTINUITY PLANNING – THINKING OUTSIDE THE BOX**

Daniel Roberts

So, we didn't plan for this scenario, and now it's all gone wrong? Risk management has failed and we are no longer in a 'business as usual' situation. So what happened, and why didn't we see this coming? More importantly, how do we set ourselves up for success in advance of the crisis and how do we navigate through the three phases of crisis management, disaster recovery and business continuity. This session will look at how to recover from the unplanned, the unexpected and the unknown.

## **IMPLEMENTING RISK MANAGEMENT – PRACTICAL LESSONS**

Rui Bastos

Enterprise Risk Management (ERM) is one of the cornerstones of modern corporate governance. The implementation of ERM processes in major corporates has significantly increased but with different degrees of success and effectiveness. Whilst there is extensive literature on ERM, many still view the topic as more of an art than a management science. The session focuses on the practical aspects of implementing and operating an Enterprise Risk Management (ERM) system in a corporate environment. The presentation discusses the key deployment and operational challenges and lessons learnt with a focus on:

- Establishing the business case for ERM
- Building management support and ownership
- Establishing and embedding sustainable ERM processes
- Ensuring effective risk management discussions to drive value from risk management outcomes
- Enabling ERM processes through systems such as SAP – risk management
- Aligning the corporate risk management ecosystem – risk management, internal control and assurance functions.

## **PRACTICAL AUDITING OF PROJECT RISK MANAGEMENT**

Richard Archer

Risk management is crucial to project success, and audit can contribute massively by making sure that project managers are being effective with their risk management. With projects people are often working with the 'new': new ventures, in new teams, with new technology, in new markets etc. – and cannot rely on past experiences to manage risks effectively. This session will consider the aspects of project risk management that project managers must get right, consider the pitfalls for auditors of project risk management and touch on advanced practice.

Session details

**Andrew Garner**

*CEO, Andrew Garner Associates*

Andrew Garner is a leader in executive search, mentoring/coaching, career guidance and 100 day 'on-boarding' in the USA, UK, Middle East and Asia and he has offices in London and Hong Kong. He has helped a generation of leaders navigate themselves and their companies through the turbulence that erupts when their established industry maps and models no longer work. From manic global expansion, to boardroom coup, to collapse of the financial system, Andrew has been there, done it and helped fashion the make-up of boardrooms across Europe, Asia and the USA.

He also chairs a leading consultancy that addresses sustainability and the environment that is dealing with issues in the EU, Africa and the ASEAN region and has spoken alongside country leaders at global energy conferences in London and Calgary on future energy issues.

Andrew is an accomplished public speaker and outstanding leader in corporate innovation and culture, who enjoys strong relationships with significant business leaders. He is mentor to several globally high profile CEOs, including FTSE 100 companies.

**Dr Darren Brooks MEng PhD  
CISSP**

*Practice Director, Wipro*

Dr Darren Brooks is a senior security leader who has over 16 years of experience in cyber and information security. He currently leads the Wipro Enterprise Security Services business for energy, natural resources and utilities customers in EMEA. Prior to joining Wipro, Darren held senior consulting leadership roles at BAE Systems Applied Intelligence, Nokia Siemens Networks and Accenture. During that time he worked with customers across the spectrum of commercial organisations including telecoms, energy and utilities, financial services, retail, engineering and pharmaceuticals. He has helped clients to manage technology risk by developing security strategies, writing security policies and standards and implementing security infrastructure projects. He has been a Certified Information Security Professional (CISSP) since 2002.

**Daniel Roberts**

*Group Head of Risk, FCG*

Daniel has over 30 years' experience in innovation, internal audit and risk management, information systems audit, information technology, consulting in EandE, corporate governance and XBRL. Daniel has worked in North America, New Zealand and the UK, and has undertaken assignments in Australia, Malaysia, Thailand, UAE and France, and has been an FCA Approved Person.

**Rui Bastos**

*Group Head of Audit and Risk Management at Reliance Industries*

Rui Bastos has a career of more than 20 years in financial and IT audit, advisory and risk management roles. His industry experience includes various roles for major corporates on three continents, including Shell, Vodafone, Allianz, McDonalds, Merck, LIDL, Transnet and Coca Cola. Currently the group head of audit and risk management at Reliance Industries Limited, he has been a partner for Ernst and Young and the group head of corporate and IT audit and audit operations for Shell.

**Richard Archer BA MSc App Dip  
MIRM**

*Chief Risk Advisor, BT Business*

Richard provides risk management advice and assurance to the leadership of BT Business, such as with strategic decisions, business planning, investment cases and key initiatives. He has extensive experience in the facilitation of project risk management, project risk management training and carrying out project risk audits for major programmes.

Speaker details

# Booking form

## ACCA UK's Annual Internal Audit Conference – AUDITING THE FOUR HORSEMEN OF THE APOCALYPSE

Please visit: <https://events.accaglobal.com> to register and book online.  
Alternatively, please complete the booking form using BLOCK CAPITALS throughout.  
If you wish to book more than one delegate, please photocopy this form.

- Please book a place on the Internal Audit Conference – Auditing The Four Horsemen Of The Apocalypse  
 ACCA student

### INVOICE TO

For the attention of:  
Mr/Mrs/Miss/Other (please specify)

First name

Surname

Organisation

Address

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Is this a home address?  business address?

Tel no. Fax no.

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### DELEGATE DETAILS

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(Please note these letters will appear on joining instructions and the delegate list)

Additional designatory letters

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Email

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### PREFERRED METHOD OF COMMUNICATION

Email  Post

### SPECIAL DIETARY REQUIREMENTS (tick as appropriate)

Vegetarian  Other \_\_\_\_\_  
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### TRANSFERS/REFUNDS/CANCELLATIONS

Notification of transfers should be given, in writing, at least 10 full working days prior to the start of the originally booked event. 10% of the event fee will be charged on each event transferred, based on the standard non-discounted course fee.

Refunds will only be given where cancellations are notified, in writing, 10 working days or more before the event. 10% of the event fee will be charged on each event cancelled, based on the standard non-discounted course fee. If you are unable to attend a booked event a colleague may attend in your place.

In the event that we cancel an event, our liability shall be limited to a refund of any course fees paid. In order to keep costs – and fees – to a minimum, we reserve the right to cancel or reschedule events without prior notice and to amend published programmes, fees, venues and lecturers.

### JOINING INSTRUCTIONS

Joining instructions are usually sent at least five working days before the start of an event. If you have not received your joining instructions three days prior to the event, please call the Professional Courses team on 020 7059 5910. ACCA will not be held responsible for non-receipt of joining instructions and refunds will not be issued under such circumstances.

### PAYMENT METHOD (tick as appropriate)

Please note, ACCA courses run by CAET are VAT exempt.

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