KPMG

Consulting– Governance, Risk & Compliance Services

In-depth Guide

Consulting – Governance, Risk & Compliance Services (GRCS)

The role of Internal Audit is to provide independent assurance that an organisation's risk management, governance and internal control processes are operating effectively. We have a professional duty to provide an unbiased and objective view, and we report our findings to senior managers, Executive Directors, Audit Committees and Boards.

We apply a combination of assurance and consulting to look beyond financial risks and financial statements to consider wider issues such as the organisation's reputation, growth, and its impact on the environment, the threat of climate change and the way employees are treated. Where we identify opportunities for improvement, we offer advice, coaching and facilitation to management to effect those changes.

Our work is risk-based, so every client's Internal Audit plan is bespoke to address their specific needs. Audits are supported by relevant technical experts and we use leading technology to give maximum value to our clients. Areas of Internal Audit focus can include:

- Audits of processes and functions: weaknesses in business-critical processes reduce a business's ability to achieve its objectives. We review entire processes or deep-dive specific process elements and systems, focusing on functions such as finance, HR, IT, sustainability, procurement and operations.

- Themed and rapid-response reviews: major new events, projects, or organizational transformation can change an organisation's priority risks overnight. We provide rapid response internal audit services to help key stakeholders understand the facts and provide assurance that the risks are mitigated.

- Regulatory assurance: Some organisations such as those in the banking and insurance sectors are bound by regulatory requirements. We create Internal Audit programs to support the client in complying with specific regulatory requirements.

- Enterprise level risk reviews: Complex risks such as fraud, climate change, business continuity, and cyber security can impact the success of an organisation's entire business. We design Internal Audit reviews to help management understand and mitigate those potentially pervasive risks.

Governance, Risk and Compliance

Robust governance is critical to businesses in a changing environment, and as the landscape evolves, new risks and compliance requirements emerge. It is also imperative that organisations are able to identify and then effectively mitigate the risks that could prevent them from meeting their strategic objectives. We help organisations in the following areas:

Governance and risk services: Leadership and Audit Committees want to know if they have the right structures and processes in place to assess and manage their weaknesses and exploit business opportunity. We help clients to understand and articulate the level of risk they are willing to take (or their risk appetite) in order to meet their strategic aims, and determine how well organisations identify, mitigate and report the management of their risks. We use this understanding to benchmark them against competitors and to suggest actions that could improve their risk processes (including how to use technology), risk culture and the use of risk information to support decision making. We also examine governance structures including committees and boards to ensure they meet the needs of management and the business, and we evaluate the effectiveness of critical governance functions such as Internal Audit.

Controls transformation: Organisations today are facing a constant need to change to stay viable. But just as change drives new opportunities, it also brings new business, digital and regulatory risks. We help mitigate these risks by transforming organisation's controls to be more efficient and effective. This helps ensure organisations' internal controls are fit for purpose and sustainable with the right blend of people and technology for the often unpredictable future. Our areas of focus include: Controls Governance and Culture, Controls design and implementation, Controls automation and Controls Testing.

Internal controls compliance services: Leadership and Audit Committees need assurance that controls are working across the organisation to prevent and detect risks occurring. We perform control health checks to give peace of mind and conduct controls testing programs on behalf of management to meet Sarbanes-Oxley compliance requirements.