

SAMPLE INTERNAL AUDIT REPORT

A concise example showing how to move from audit scope and executive summary to clear findings and agreed actions.

1. Engagement Overview

Audit: [Process / Business Unit]

Period reviewed: [Period]

Fieldwork: [Dates]

Report date: [Date]

Audit team: [Names]

2. Audit Objective

To assess whether key risks in [process] are adequately managed and whether relevant controls are appropriately designed and operating effectively.

3. Scope

The review covered [locations, systems, transaction types and period]. Any material limitation to scope should be stated clearly.

4. Executive Summary

Overall, the audit identified [brief balanced conclusion]. The most significant matters relate to [themes]. Management has agreed actions to address the observations below.

5. Good Practices Noted

Where appropriate, acknowledge controls or practices that are working well. This gives management a balanced view and helps preserve effective practices.

6. Summary of Findings

Use a short table so senior readers can see the issue, risk level, owner and target date quickly.

No.	Finding	Risk	Owner	Due
1	[Finding title]	High / Medium / Low	[Owner]	[Date]
2	[Finding title]	High / Medium / Low	[Owner]	[Date]

7. Detailed Finding Example

Finding title: Monthly bank reconciliations were not prepared within the required timeline.

Condition: Reconciliations for April, May and June 2026 were outstanding as at 15 July 2026.

Criteria: Finance procedure requires monthly bank reconciliations to be prepared and independently reviewed by the tenth working day of the following month.

Cause: The employee responsible was transferred and the responsibility was not formally reassigned.

Risk / Effect: Errors or unusual cash transactions may remain unidentified for longer, reducing the effectiveness of the detective control.

Recommendation: Management should formally assign responsibility for monthly reconciliation and establish backup ownership for periods of absence or transition.

Management response: [Management response]

Action owner: [Name / Role] **Target date:** [Date]

8. Distribution and Follow-up

State who receives the final report and how agreed actions will be tracked and validated before closure.