



ICAS 2030.

Together, we will...

- Deliver greater value
- Empower each other
- Be a force for good

ICAS is transforming.

We're setting out an ambitious strategy to create a bold future. The strategy was developed to grow our membership base and enable us to prosper as a professional body, regulator, educator, awarding body and employer. It also aims to ensure we retain our independent status. Essentially, it will make us fit for purpose and fit for the future.



Throughout the pandemic, we adapted with agility and speed, embracing challenges and grasping opportunities. We pivoted quickly to deliver online training and support for our students. We adapted our delivery model to ensure we were there for our members. And we embraced remote and hybrid working to enable our colleagues to deliver.

Then, as we moved to the 'new normal' we took time to reflect on what, where and how we evolved. We wanted ICAS and our members to remain relevant, to be equipped to succeed, to add value, and be leaders of the debate on the issues that matter. All that in an increasingly competitive market.

As an organisation founded in 1854, we have a strong heritage and a commitment to uphold the principles upon which we were granted our Royal Charter. But our world is changing. The ways in which we regulate, and are regulated ourselves, are continually adapting. Increasing digitisation, technological advances, globalisation, competition, climate change and the wider sustainability

agenda all impact on the way we operate now – and how we'll operate in the future.

Our CA qualification is still highly regarded, but we know it must be improved if it's to continue to compete effectively. Our members are, quite rightly, demanding more for their subscription, and we must face into that challenge if we're to remain relevant and valued. We have firm foundations in the education of CAs, regulating practices and practitioners, providing member services and an unwavering duty to act in the public interest. But there are challenges to our market share, and we must adapt to remain competitive.

And that's where the new strategy comes in. Over the last twelve months, ICAS Council and the Executive Team have been developing a plan that will create a step-change. It's a roadmap to deliver an exciting and ambitious future for ICAS. We'll use insight and data to drive our decision making and set robust KPIs to keep us focused on delivery.

Our brand and brand themes



We've created a new, clear, bold brand and a digitally enabled visual identity to match our ambition and re-position us in the market. We want to get noticed. We want to make an impact, in the UK and globally, in business and finance, with our members, students and beyond.

With a redefined vision, purpose, values, and customer value proposition, we're placing our members and students at the centre of ICAS. That way we'll always be able to deliver excellent customer experiences and valuable life-long career opportunities. And all the while we'll ensure that our voice remains recognised and respected.

We've identified brand themes to support our vision, purpose and values. They're the experiences and ideas we'll be known for as we deliver our ambitions for the future and drive growth opportunities. We aim to ensure that we're known for:

1. The quality of our membership
2. Our over-riding commitment to ethics, standards, and sustainability, and
3. The benefit that our members and students gain from relevant and rigorous career-long learning.

These three themes are the heartbeat of our new brand. They'll connect us, shape our delivery and enable our growth.



Ethical
Leadership
since 1854

Vision, purpose and values

ICAS has a long history throughout which the relevance of our Royal Charter has endured to shape our purpose in a modern context. We exist to serve our stakeholders in the public interest. Looking forward, our new vision re-enforces our commitment to serve the future of the profession and our purpose articulates how we'll deliver value through our activities – to all stakeholder groups. Our values provide a solid core to our approach, underpinning our purpose and defining how we seek to behave in everything we do.



Uphold ethics.
Cultivate trust.

↖ This is our Purpose

As the world changes, the importance of doing the right thing does not. We 'seek the truth' and have been since 1854. As ethical leaders, the business community looks to us and our members to uphold standards. To cultivate trust in everything we do.



Our Values

We've identified the three values that align with our actions. They'll drive our brand and shape our culture. We'll live these values through all interactions and be:

^{Value 1}
We're
team
spirited

- Hold people in high regard
- Trust and be trusted
- Be kind

^{Value 2}
We're
smart
working

- Innovate with purpose
- Embrace change
- Be responsible

^{Value 3}
We're
proudly
committed

- Give our best
- Do the right thing
- Be proud to care



This is our Vision

To empower trusted
professionals to create
a better tomorrow.

Our members perform at the forefront of ethical and sustainable business. Educated, regulated, and led by the highest standards of ethical leadership, they are at the top of their game. Trusted professionals, they transform business and support one another, for the greater good.



Strategic Pillars

We've identified the five strategic pillars that will deliver our vision, bring our brand themes to life, and fulfil the purpose of ICAS.

1.

The ICAS Advantage

By delivering a new, enhanced CA syllabus we'll address the war for talent. With electives and alternative pathways, it will keep pace with advances in tech, data and sustainability. By embracing digital technology we'll deliver flexible, career-long learning opportunities for our students and members. We'll inspire the next generation and encourage diversity in our student intake. Our high-quality teaching will equip our students for future success. And by developing new qualifications and creating opportunities for social change, we'll create new opportunities to diversify our membership base.



Our approach

- Rejuvenate and grow the CA qualification
- Create new qualifications and enable greater access to the profession
- Differentiate ourselves through the delivery of high quality, flexible, accessible provision
- Develop a compelling CPD portfolio to enable career-long learning

What success looks like

- The highest calibre students and employers choose to train with us
- We'll be the preferred source of professional development for our members
- Increase our reach by delivering new partnerships and accreditations
- Delivery of new qualifications, flexibility and new routes to membership
- Create a diverse membership base that drives social mobility
- Delivery of international qualifications

Measurement

- Increased student numbers across our portfolio of learning options
- Tangible growth in our commercial income through a range of modern, flexible professional-development opportunities



2.

Sustainability at our core



We'll lead on key sustainability issues within the profession and embed sustainability across our syllabus and training courses, including new electives and new continuing professional development (CPD). We'll embrace our net zero future and place equality, diversity and inclusion at the heart of everything we do. We'll drive social change in the profession, by supporting talent from less-advantaged backgrounds and growing the reach and capability of the ICAS Foundation. We'll create a sustainable, future-looking, 21st century professional body that continues to invest in our vision and the profession.

Our approach

- Be a trusted voice and thought leader on key sustainability issues
- Generate new sustainability electives and CPD
- Deliver our pathway to Net Zero
- Enable the ICAS Foundation to deliver its strategic objectives to drive social change
- Embed our equality, diversity & inclusion (EDI) strategy across ICAS

What success looks like

- Attraction of a diverse and inclusive pool of talent to study our qualifications
- Creation of growth and prosperity for the ICAS Foundation to drive change and enable wider access to our profession
- Inspire our students and members to support sustainability and act on climate change

Measurement

- Pathway to achieve Net Zero by 2045 created
- Increased diversity and social mobility across the profession and in membership



3.



Leading-edge customer experience

Whether they're in practice, business or industry, we'll delight and inspire our members to be proud of their ICAS membership and to recognise the value of their qualification. We'll create strong and sustainable relationships and networks for our members to help them thrive. By listening to our members and students we'll deliver the products and services they want and need. We'll support our membership from studying through to retirement, providing a career-lifespan of connections, support, value and assistance. And we'll revolutionise the student experience, creating a single touchpoint with ICAS.



Our approach

- Create an unrivalled student experience
- Application of member insights to shape and enhance our offering
- Deliver a multi-channel member engagement strategy
- Cultivate a strong sense of career-long professional identity
- Deliver inclusive ICAS communities

What success looks like

- Growth in member engagement and satisfaction
- Creation of a new, value-add website
- Provision of a breadth of services to reflect the needs of our membership
- Delivery of a new, tiered and differentiated membership subscription model

Measurement

- Increase member and student satisfaction and engagement
- Delivery of a new website
- Introduction of new membership grades and qualifications

4.

Trusted regulation

We'll promote trust in the profession through excellence in regulation and by fulfilling our Royal Charter obligations to act in the public interest. We'll continue to demand the highest standards of those we regulate. Our regulatory processes will evolve and become more efficient through better use of technology, without sacrificing their effectiveness, and always ensuring that our focus is risk-based and proportionate. Through thought leadership and influence, we'll shape the future regulation of the profession. And we'll do so across all regulatory frameworks, ensuring that oversight arrangements are proportionate, sustainable, future-ready and reflect the principles of modern regulation.

Our approach

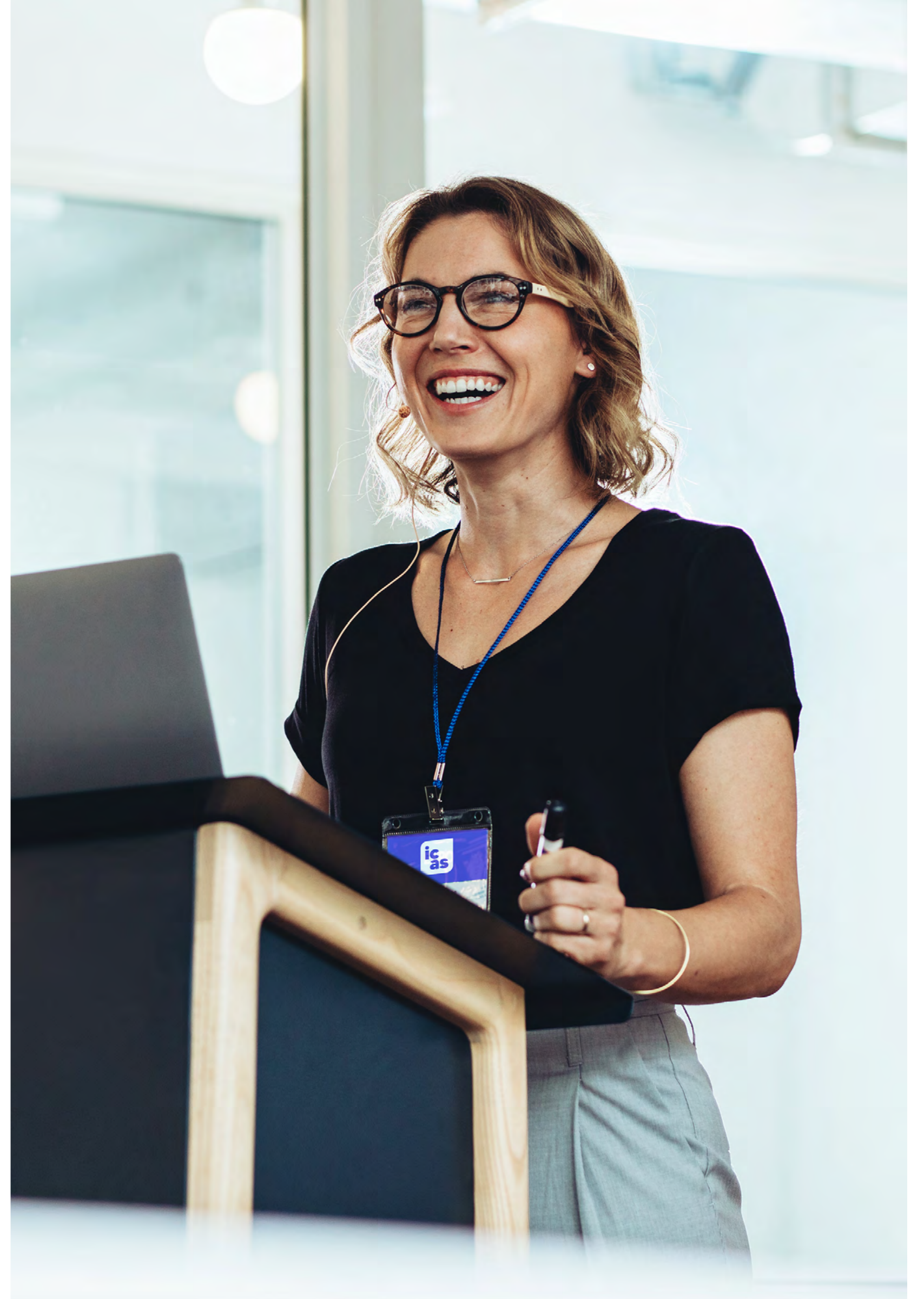
- Excellence in regulation that's robust, risk-based, and effective
- Deliver leadership in the application of ethics
- Maintain relationships with our regulators and other professional bodies
- Future-proof our regulatory processes
- Promote the value of CAs as trusted advisors in business and finance

What success looks like

- CAs continue to be recognised as trusted, world-class business professionals
- ICAS is respected as delivering regulatory excellence
- ICAS receives positive inspection reports from oversight regulators

Measurement

- Effective regulatory processes
- Meet the requirements of all external regulators
- Feedback from the regulated community



5. Ethical leadership



We'll be bold in our influence and ensure that our voice is strong, respected, valued and sought by stakeholders. Everything we do will be in the public interest and deliver on the commitments defined by our Royal Charter obligations. We'll continue to build a strong and valued brand for ICAS and our CA qualification. We'll ensure that we're globally trusted to set and enforce consistent standards for the profession. And by speaking out on the issues that matter to our members, we'll champion positive change.



Our approach

- Focus on high-impact policy priorities in the public interest
- Review our ways of working to increase our capacity to generate impact
- Foster strong relationships with other professional institutes and global bodies
- Extend and strengthen our engagement with politicians and key influencers

What success looks like

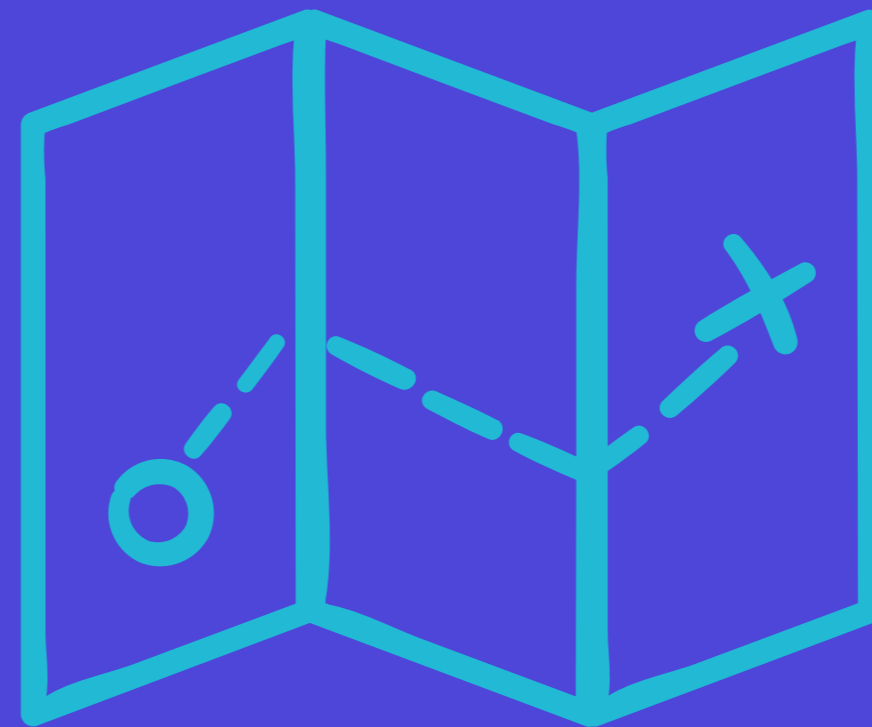
- Growth in our share of voice on the issues that matter
- Delivery of bold, influential thought leadership

Measurement

- Increase share of media mentions in top tier publications
- Increased awareness of the ICAS brand

The Road to 2030

As we deploy this strategy, we will evolve as an organisation and by 2030 we will ensure the following.





We have evolved to meet the changing needs of our **members, students, stakeholders, markets** and the world in which we live

We have a **diversified membership model** with new designations

We have **grown and diversified our existing clients and have developed** new customers, alliances and partnerships



We are a more **commercial organisation** that reinvests profit for purpose

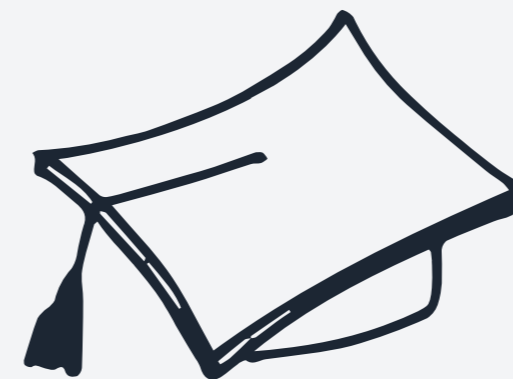


We are an organisation where it is a great place to work that **retains talent and empowers our people**

We have high-quality, **respected regulatory functions**, with innovative processes across a much-changed regulatory landscape

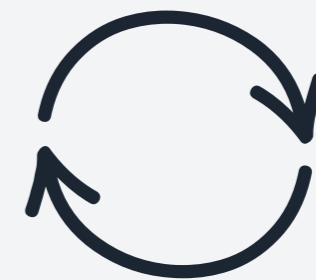


We continue to be a **supportive professional body working** in the public interest and attuned to the needs of its members and firms



We have a **bigger and bolder ICAS Foundation** leading on social mobility and **creating a diverse pipeline** into the profession

We have delivered **international qualifications**



We are on the pathway to being a **Net Zero** organisation

We are creating the **business and finance leaders** of tomorrow with sustainability at their core

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