

# ENABLERS



**Knowledge Engine** – ICAEW’s stored knowledge is vast. Our members and member firms provide an invaluable source of knowledge, as do our expert staff team and our volunteer members who sit on our governance advisory and member network committees. This insight is used to benefit all members and member firms, with best practice advice and support, and to also form policy positions on important topics for advocacy. With the advent of AI and other technologies we will be able to transform this static knowledge base into a dynamic knowledge engine that powers ICAEW’s thought leadership, advocacy and member services forward as never before.



**People & Culture** – we will foster a more outcome-focused ICAEW by strengthening decision-making structures and accountability, reducing siloed structures, enhancing collaboration, creating a coaching culture with continuous learning, standardising processes, and using technology to create a more connected organisation. We will reaffirm our commitment to a diverse and inclusive organisation supporting a membership base which is moving increasingly in this direction.



**Governance** – we value ICAEW’s Royal Charter but recognise that the governance arrangements in such bodies can become overly complex, limiting agility and the speed of decision-making required in today’s ever more uncertain world. We will monitor our governance arrangements to make sure they are proportionate, allowing for proper oversight and the achievement of our overall objectives while maximising the benefits of empowering teams at all levels.



**Transformation & Innovation** – significant investment has been made in the ICAEW’s IT estate over the last 10 years. We want to ensure we have extracted the maximum benefit from this investment but will continue to evolve and improve our technology adoption. We will centralise and overhaul our transformation capability and capacity to support better programme and project management and quicker “speed-to-market” for new products and services, as well as the ability to discontinue products and services quickly and when necessary. Finally, we will implement an innovation culture throughout the organisation.



**A Resilient ICAEW** – as we approach ICAEW’s 150<sup>th</sup> anniversary in 2030 it is appropriate to reflect on the successful operation of the Institute over many decades. We are in a strong position and financially resilient but in today’s more uncertain world we cannot be complacent. We will make informed pricing decisions, balance value for members and member firms, with financial sustainability and manage reserves to fund strategic priorities where appropriate whilst maintaining an appropriate level of investment funding from operational surpluses – in short, we will “practise what we preach” as ICAEW Chartered Accountants.

We will also focus on resilience more broadly including operational resilience (coping with future pandemic-like events), people resilience (embedding succession management throughout, providing comprehensive support mechanisms for staff and ensuring a future pipeline of volunteer members) and IT resilience (including cyber security and the ability to recover quickly if attacked).