



Institute
and Faculty
of Actuaries

Corporate plan

2016/2017

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Welcome



Colin Wilson,
President-elect, Institute
and Faculty of Actuaries

When looking at the ambitions set out for our profession in this Corporate Plan, it is worth reflecting on what we are trying to achieve with the IFoA’s vision: “To serve the public interest by ensuring that where there is uncertainty of future outcomes, actuaries are trusted and sought after for their valued analysis and authority.”

What is clear to me, as I take up my presidential responsibilities for the year ahead, is that we don’t always have to be creating the insights ourselves – bringing together strands of thought from different disciplines and highlighting what’s important are also key. But we do need to be driving discussion within and outside the actuarial profession to ensure that we remain relevant and listened to.

Society faces a number of major challenges. With the skills that we acquire as actuaries, I firmly believe that we owe it to society to contribute to addressing these issues. The goals and ambitions set out in this corporate plan demonstrate the IFoA’s commitment to quality, excellence and pushing the boundaries through innovation. By delivering on this we will maintain our position

as one of the preeminent global actuarial associations committed to promoting the benefits that actuarial science can bring to society. It also highlights our drive and determination to equip our members with relevant and highly desirable business qualifications that enable our members to add value and insight to the businesses and industry sectors within which they are employed today and in the future.

I hope you enjoy reading about the your profession’s ambitions for the year ahead, as we look to build on the successes of previous years and explore new ways of supporting you and delivering on our Royal Charter objectives.

Colin Wilson
President-elect, Institute and Faculty of Actuaries

Introduction



Derek Cribb,
Chief Executive

One of the most enjoyable tasks of the year is writing the introduction to the Corporate Plan. It is both an opportunity to reflect back on recent achievements and to highlight some of the changes to come in the next year.

The Corporate Plan developed by the Executive, in consultation with relevant committees, and agreed by Council and Management Board, gives all our members, volunteers and staff a guide to where we are focusing our efforts. Our success as an organisation is dependent on everyone pulling in the same direction, and here is where we report our objectives for 2016/2017.

The year ahead fills me with genuine excitement. We have spent much of the time since 2011 bringing the IFoA to a point where we can be regarded as a high quality actuarial professional body that serves both the Public Interest and its members. The IFoA is now legitimately regarded as a high quality, innovative and thoroughly modern professional body, and a good partner to engage with.

This year we will launch our strategy refresh, building on the excellent work of the last five years and taking us to a position where we will

not only be regarded as a high quality actuarial professional body, but as a preminent global professional body by comparison with any benchmark. If we are to live up to our Royal Charter, promoting actuarial science and serving the Public Interest, we must develop the right skills and level of influence. This will not happen overnight, but I believe that we now have the firm foundation that makes it possible to grow in maturity and achieve this ambition.

Before I outline what the future holds, let me reflect on the journey we have undertaken. When the 2011 strategy was launched we had only just agreed the merger of the Institute and the Faculty, and we were also still very much in the shadow of the Morris Review. The focus of the newly formed joint body had rightly been on these two issues for some time, with reduced resources on building the reputation and influence of the work of actuaries. Seeing the opportunity, the newly formed IFoA Council

and new look Executive aligned in a bold vision to take the profession forward and advance the principles of its Royal Charter, developing a focussed strategy to put us on the front foot with our members, the public and stakeholders worldwide. The strategy had five separate threads running through it; Member Support, Regulation, Education, Thought Leadership, and Public Affairs.

In Member Support you will have seen the new responsive website launched in 2015. This has received great feedback. Behind the interface we have a new platform to help deliver our ambitious digital strategy. Within the website members can now view an extensive range of videos, including all our conference plenary sessions, to help them develop their professional skills. And to help our members make the most of the volunteer opportunities we have overhauled the volunteering process. The resulting inflow of new blood has nearly doubled the number of engaged volunteer members since 2011.

Our regulatory activity has positioned the IFoA as that rare thing, a credible self-regulating professional body. The recent FRC-led review of our joint regulatory arrangements has reinforced this view. A great example of this is that we have taken a leading role among relevant regulators at the Joint Forum on Actuarial Regulation. Our achievement in gaining this credibility is on the back of our initiatives including the launch of new ethical standards on peer review and conflicts, and our professional skills training. In 2015 we also saw the launch of the Quality Assurance Scheme. We have taken the initiative amongst actuarial bodies globally in launching an innovative certification scheme targeted at organisational culture and the systems and processes which underpin professional quality.

Our education offering has in many ways been the jewel in the crown of the IFoA, being held in the highest regard throughout the actuarial world, a reputation we will always protect. This high regard is not only evidenced by the salary premium our members attract in markets where we compete with our sister organisations, but by the ever-increasing number of student members globally. With the introduction of more online examinations, and significantly the Certified Actuarial Analyst, the IFoA has cemented its position as a leader in the field.

The IFoA is a learned society that prides itself in thought leadership, and in the last year we have taken our research to a new level through the Research and Thought Leadership Committee and by appointing a leading academic as the Lay Chair. The Committee made a call for research in 2015 that resulted in applications from 100 institutions spanning 20 countries from right around the globe. It is by investing in research that we have been able to break new ground in our Resource and Environment Practice Board, being asked to present our findings at conferences around the world.

One of the many advantages of our research capability is not only that it pushes forward the boundaries of actuarial science, but that we can use it to inform our Public Affairs strategy. One of the loudest calls from our members has always been for the IFoA to become more influential amongst key stakeholders and decision makers. Alongside research we have invested time and expertise in developing key policy priorities that align with the Charter and our members' actuarial perspectives and expertise, ensuring our contributions to public policy debates are focused, consistent and measurably more impactful. As a result of our efforts we are now in a position where the IFoA is contacted by the mainstream media for expert commentary.

I have highlighted some of the excellent foundations we have put in place in recent years, foundations that will allow us to mature and grow as a professional body. Let me now pull out a few highlights for the year ahead that particularly excite me.

Top of the list is our engagement with employers and potential employers of actuaries. Co-ordinating promotional activity across employers will be a new challenge. If we want to support our members in developing into wider fields we need to build relationships that are wide ranging. There are opportunities to engage major employers such as banks and insurers at an entirely new level and promote actuarial skills and qualifications. We will be seeking to build additional relationships to cover groups such as HR Directors and CFOs to build awareness of the value that actuarial skills at all levels can add to an organisation. If we get this right will see interest in actuarial careers and opportunities for our members grow in years to come.

Among the actuarial skills that add so much value is a good understanding of data analytics. But “good” is not going to make our members stand out in a crowded market. We will be increasing our activity in Data Analytics, building it into our syllabus for students and pulling together experts across all the practice areas to find out how we best develop our members and make the most of the opportunity before other professions capture the market.

Engaging employers and making sure our members have the right skills is a global imperative. With nearly 60% of new students coming from outside the UK we can really call ourselves a global organisation, but with a heart based in the UK. We have a duty of care to our members wherever they are based, and as it stands our conversion rate of students to fellows outside the major financial centres of the UK and

Ireland, Singapore and Hong Kong is not good enough. We have no interest in making the examinations easier, however we will improve the support available to our students around the world to help them get to the standard required to pass our exams and become qualified actuaries.

Finally, we must not forget opportunities in our existing practice areas. While there is more to do, we have had success recently in promoting Risk Management, with more and more of our members passing the relevant exams and taking the opportunities presented in the market. We need to look further, and banking is one space where we are certainly under represented. We must apply the knowledge gained from promoting risk management to banking and investments. As with so many activities this will not be a quick win, but increasing our support and promotion is essential for the future health of the profession.

This Corporate Plan outlines the next year of the journey, and the strategy refresh, to be released later this year, will show the path for the medium term. Working in partnership between the Executive and the volunteers we have the scope and capability to grow and mature as an organization. We’ve had a great five years of transforming the organisation, but to be truly a leading, innovative professional body we must continue pushing the boundaries and moving forward.

Derek Cribb
Chief Executive

Our mission and strategic objectives

The objects of the Institute and Faculty of Actuaries shall be, in the public interest, to advance all matters relevant to actuarial science and its application and to regulate and promote the actuarial profession.

Our vision

We will serve the public interest by ensuring that, where there is uncertainty of future financial outcomes, actuaries are trusted and sought after for their valued analysis and authority.

Our values

Our values talk about 'how we do things'; they are the essence of our culture. They form a statement of what the organisation stands for and will form part of how we deliver the strategy. Our values are integrated into everything we do to deliver a consistent brand experience.

Community

We are:

Building relationships and communities by listening and giving people a clear voice.

By being:

Inclusive, Accessible and Collaborative.

Integrity

We are:

Doing the right thing for the organisation, our members, the profession and the public interest.

By being:

Honest, Accountable and Professional.

Progress

We are:

Developing the future of the profession together

By being:

Relevant, Supportive and Purposeful.

Our strategic objectives

Education

We will provide high quality qualifications for our students and lifelong education for our members.

Regulation

We will regulate the members of the Institute and Faculty in such a way as to assure public confidence.

Member support

We will offer excellent support that meets members' varied and evolving needs.

Public affairs

We will speak up on relevant matters of public interest and to raise awareness of the work of actuaries and the value actuaries add to society.

Learned society and research

We will advance all matters relevant to actuarial science.

Our people

The IFoA benefits from around 3,500 individuals working in partnership to deliver our strategy. This figure is made up of approximately 160 staff and over 3,200 members who volunteer. Our wider membership base also has an important role to play acting as ambassadors of the profession around the world.

Over 10% of our members volunteer for the IFoA and give their time, skills and expertise to help us meet strategic objectives. Members get involved: to develop technical skills through working parties; to share knowledge; to work with actuaries outside their own company or areas of expertise; to build their network of contacts; to give something back; and to encourage the next generation of actuaries.

Volunteers are vital to our success and part of our strategy is to provide appropriate opportunities for members to volunteer.

In the last four years we have created, launched and developed member-focused strategies, initiatives and collateral to raise awareness of volunteering for the IFoA. These initiatives have allowed us to ensure our volunteer recruitment is fair, open and transparent. This has also helped to enhance members' awareness of how, and why, they might get involved. We have listened to feedback and we have begun to create and develop a range of new resources which move towards these goals – providing opportunities, guidance and support to all our volunteers. This is a first step and we continually strive to work with key volunteers to evolve these resources and to ensure these resources can be accessed by any member, at any time, in any time zone.

Under the initial recruitment and awareness stages of our service, we now respond to a volunteer enquiry within three working days.

Two of the key resources to support our volunteers are the Volunteer Induction Pack (VIP) and the new Governance Manual, launched on 1 July 2015. With the launch of the latter, we are working with volunteers to embed the values and the guiding principles. From there, with the continued input of our volunteers, we will look to evolve and enhance these core resources ensuring they are understood, well implemented and most importantly that they are making a difference.

As part of this exercise we have carried out a qualitative and quantitative research exercise during 2015 and the feedback we received from individual volunteers and from employers of our actuaries will help us to take this forward.

Our vision is for each volunteer to feel that they:

- are valued;
- make a difference;
- advance actuarial understanding;
- feel supported;
- enjoy the engagement;
- have a clear idea of their remit; and
- work in partnership with our staff in a collaborative and mutually inclusive way.

Delivery of this vision will ensure we maintain a sustainable resource for the future and one which is targeted on helping the IFoA deliver on our annual corporate plan.

For our staff, our people strategy continues to underpin our corporate plan and focuses on promoting a working culture which exemplifies our Corporate Values, which encourages high performance and continuous personal development and which fosters open communication and strong governance.

Our internal policies and procedures are created and designed in order to safeguard the organisation and its employees as well as encouraging an atmosphere that is fun to work in and encourages staff to grow and adapt so as to meet organisational goals.

We continue to become more conscientious with regards to our social responsibility and involve staff in activities that will enhance their working culture and that of the communities they work in.

We strive to create an organisation that is fair and transparent. We will foster a culture of cross-functional working where everyone supports each other and our volunteers in achieving common strategic goals.

Education

We will provide high quality qualifications for our students and lifelong education for our members.

The Education Strategy supports the corporate objectives by ensuring that the qualifications awarded by the IFoA remain relevant, fit for purpose, and achievable, while maintaining our standards. Key elements of the strategy involve listening to stakeholder needs, and working closely with leading universities – to ensure that our examinations and learning support are available internationally through the use of up to date technology and expert partners.

2016/2017 Deliverables

- Complete the Education Strategy review successfully (project)
- Ensure appropriate examination support is available to all students (project)
- Promote all levels of the qualification suite (BAU)
- Ensure our examinations are suitable for a body with a global audience (BAU)
- Develop more computer based processes to streamline user experience (BAU)
- Provide online annual work-based skills reporting (project).

Indicators of success

- Buy-in from employers and other stakeholders to the strategic review proposals of the qualification syllabus and assessment and approval/sign-off from Council
- Take up of CAA by employers and students
- Launch online applications for admissions and exemptions
- Identify possible online security technologies for consideration for use in on-line assessments
- Buy-in from stakeholders for the strategy to increase students' pass rates in examinations (without compromising our standards).

Future commitments/priorities

The completion of the strategic review of the qualification process and the introduction of the new Strategy will continue as a key priority going forward. The new Strategy needs to cover the IAA Core Syllabus (which is also under review) so that our qualifying actuaries are accepted by the IAA as fully qualified actuaries. Current students will need to be transitioned into the new Strategy and the link between the CAA and the Associate route will need to be formalised and promoted. We will also need to determine how university exemptions fit with the new strategy. Relationships with key stakeholders such as employers, the FRC, overseas associations, universities and students will need to be managed carefully if the new qualification strategy is going to be introduced successfully.

Regulation

We will regulate the members of the Institute and Faculty in such a way as to assure public confidence.

We will continue in 2016/2017 to promote and reinforce the positive benefits of using regulated actuaries as trusted professional advisors. A key priority this year will be to review our core code of ethics, the Actuaries' Code, drawing on an extensive programme of planned engagement with members and wider stakeholders in 2016.

We will develop further our innovative Professional Skills Training materials, supporting our members in maintaining the very high standards of professionalism with which they are, rightly, associated. We will shine a light on behalf of the profession and the public where we identify situations in which these expectations of professionalism may not be being met.

We will reinforce the importance of organisational culture in embedding these values, through the recently launched Quality Assurance Scheme.

We will communicate these messages through active engagement with all of our stakeholders, including members, user groups, and other regulators and professional bodies around the world. We will be an active member of the Joint Forum on Actuarial Regulation in the UK and of the international actuarial associations. We will work with the Financial Reporting Council (FRC) and other interested stakeholders in relation to the FRC's planned review of its UK actuarial role.

2016/2017 Deliverables

- Continue to grow the range and diversity of organisations accredited under the Quality Assurance Scheme within the UK, and, as appropriate, internationally (BAU)
- Deliver review of Actuaries' Code with wide stakeholder input (project)
- Launch 'Risk Outlook' to raise awareness of areas of public interest risk and underpin risk-based approach to regulation (project)
- Review the Disciplinary Scheme and update as necessary to ensure its ongoing clarity and effectiveness (BAU)
- Develop a programme to review the effectiveness of our published standards and guidance (project)
- Develop and reinforce a programme of professional skills training within the UK and internationally (BAU)
- Review Practising Certificates criteria (project)
- Proactively engage with engage with the International Actuarial Association (IAA) and Actuarial Association of Europe (AAE) in the development of international standards (BAU).

Indicators of success

- Key projects, including the Risk Outlook, Quality Assurance Scheme, Actuaries' Code review and Professional Skills Training delivered effectively and on time
- Significant engagement by members and wider stakeholders on regulatory issues, including, as applicable, through the Disciplinary Scheme, whistleblowing regime, Quality Assurance Scheme, Risk Outlook initiative, 'group think' thematic review, consultations, relevant Continuing Professional Development (CPD) events and other initiatives
- The FRC to report continuing and positive progress by the IFoA in its annual report to the Secretary of State
- Increase presence at major conferences through the delivery of plenary sessions on regulation and professionalism training. Positive feedback from attendees at professionalism training events
- Increased engagement with members in relation to regulation and professionalism through digital media, including webinars
- Proactive engagement with International Actuarial Association and Actuarial Association of Europe in relation to all proposals for new international model standards.

Future commitments/priorities

Going forward, we will continue to prioritise effective engagement with our stakeholders, including members, professional bodies and regulators. We will ensure an appropriate geographic balance in our regulatory activities and aim to be proportionate and targeted, focusing on identified risks. We will monitor the effectiveness of our work and act on feedback received. We will take opportunities to reinforce and promote the professionalism of our members worldwide.

Member support

We will offer excellent support that meets members' varied and evolving needs.

In all things we do, we believe in providing the highest possible customer service and constantly looking for ways that we can innovate and expand our reach to our global membership. We therefore strive to provide an equivalence of service, so that no matter where a member is based they have a similar experience. We are increasingly improving accessibility and enabling services to be delivered and used wherever the member lives.

We will continue to invest in the new web site and its content so that the online experience for members is increasingly valuable. We will continue to improve our communications with members in all its forms. Continuous learning is core to being a professional and we will therefore deliver our second conference in our fastest growing regional area, Asia. We will provide opportunities for members to learn different techniques from each other through our first cross-practice conference which will bring together pensions, risk and investment professionals. In addition, we will provide more opportunities for those who wish to learn on demand through recordings of material that will not only enhance their technical capabilities but their business skills. As the world changes, at an ever increasing rate, we need to ensure that our members can adapt to the needs of the markets in which they operate. As part of our diversity strategy, we will continue to work with our Boards, committees, and employers of actuaries to ensure that they have the skills and exposure to networks that they need in order to continue to be successful.

2016/2017 Deliverables

- Develop the offering for an online Member Induction Pack (MIP) (project)
- Encourage cross-practice engagement and learning between members; encourage volunteer groups to commit to a diversity action plan (project)
- Deliver the digital programme as prioritised by the Digital Programme Board to deliver Phase 2 of the Digital Strategy to include next phases of the learning environment (project)
- Create video content that supports: volunteering, end of session report, careers, promotion of wider fields and higher level business skills (project)
- Deliver member magazine under new governance structure (project), including a twice a year outward facing segment
- Increase the scope of how we engage with employers (BAU)
- Continue to expand our support for regional member groups by leveraging volunteer commitment (BAU).

Indicators of success

- New website is considered easier to use, more engaging and more valued, as measured by the 400 Club
- Increase the number of online learning hits to over 8,500
- Increase the number of individuals formally expressing interest in the CAA by 20%
- Gain positive feedback from the second Asia conference (at least 80% rating 3.5 or above)
- Commitment to diversity written into 'start of session reports'
- Implement pilot to identify ways we can support Boards to achieve diversity
- Reader satisfaction with the member magazine remains positive.

Future commitments/priorities

We will further develop the Member Induction Pack concept so that it is relevant to other groups (CAA, Associate, different student categories) so that all members feel welcomed and supported in the organisation. We will continue to promote diversity by implementing action plans in the individual Boards and committees that we support.

Public affairs and promotion

We will speak up on matters of public interest and to raise awareness of the work of actuaries and the value they add to society.

Throughout 2016/2017 we will continue to build and maintain the profile of the IFoA, its members and the wider actuarial profession. Consistent with our Royal Charter, we will seek opportunities to speak out on public policy issues, where it is in the public interest to do so, with comment based on robust independent research and expert professional judgement and experience.

Working in collaboration with the Practice Boards, we will continue to develop our suite of policy narratives, and continue to build our pool of volunteer spokespeople, enabling the IFoA to positively respond to external requests for expert insight and thought leadership.

We will look for opportunities to promote the actuarial skillset, and the value it can add to both traditional and non-traditional industries.

While we have come a long way in terms of raising the profile of the IFoA with external stakeholders, over the coming year, and in direct response to member feedback, we will look to improve awareness of our public affairs activity with the wider IFoA membership.

Building on the successful engagement in the Scottish Independence Referendum debate, we will look to develop an evidence base that will enable the IFoA to proactively engage in the European Referendum to help inform the debate.

With nearly 50 per cent of our membership overseas, we will continue to position the IFoA as a champion of actuarial science, working in partnership with peer associations and playing a prominent role in international actuarial organisations.

2016/2017 Deliverables

- Deliver policy narratives across key policy priority issues (BAU)
- Deliver a targeted global stakeholder engagement programme, focussing on key political, policy, regulatory and media stakeholders in support of promoting the IFoA's policy and operational priorities, such as the QAS, our full suite of qualifications and the benefits good regulation. To include bilateral meetings and convening round-table events (BAU)
- Produce half yearly public affairs update targeting IFoA membership, supported by regular promotion of public affairs activity through established IFoA communications channels (project)
- Deliver an evidence base to support the IFoA's proactive engagement in the European Referendum (project)
- Deliver an ongoing programme of media training for identified IFoA spoke people (BAU)
- Complete the "Actuarial Pitch" (project).

Indicators of success

- 10% increase in the impact of the IFoA's contribution to public policy consultations. IFoA contribution can be demonstrated in over 66% of final consultation reports/policy initiatives
- Increased member awareness of the IFoA's public affairs activity as measured by the annual 400 Club survey
- 10% increase in the volume of media queries received by the press office, with a corresponding increase in profile for the IFoA and the wider actuarial profession, as measured by the bi-annual stakeholder perception audit
- Proactive stakeholder engagement programmes developed and delivered in support of IFoA activity in all geographical priority regions to improve awareness of IFoA as measured by the bi-annual stakeholder perception audit.

Future commitments/priorities

As our public affairs capability matures we will look to position the IFoA as a leader of public policy debates where it is in the public interest. We will look to convene fora which attract key opinion formers and policy makers to discuss and debate key policy issues of interest to the profession.

We will continue to develop our suite of policy positions and the research evidence base to support them as well as leverage the knowledge and expertise within our membership.

We will also look to continue to position the IFoA as a leading player on the international stage and look for opportunities to work in collaboration with our sister organisations to promote actuarial science.

By taking a more targeted approach to engaging in public policy debates, we will produce a 'policy impact report' which will measure the impact of the three key pillars of our policy work: consultations, policy papers and stakeholder engagement on public policy issues.

We will continue to produce half yearly updates for the membership to keep them informed about our public affairs activities.

Learned society and thought leadership

We will advance all matters relevant to actuarial science.

Our role as a learned society will complement and support the delivery of all our corporate objectives. We will continue to support the extensive member community seeking to advance actuarial science within existing practice areas, in wider fields and around the world. Through the expanded Actuarial Research Centre and under the leadership of the Research and Thought Leadership Committee (RTLTC), we will continue to build on the extensive range of integrated research activities undertaken by our members and research partners. We will ensure that our commissioned research programme is addressing the key challenges identified by our members and the wider actuarial community.

Complementing the IFoA's Education objective, we will continue to build our relationships with universities and academics around the world and encourage their involvement in our community of research. We will collaborate with other international actuarial bodies and seek common ground with other professional bodies in other disciplines.

In line with the IFoA's public interest role, we will continue to ensure that our research is high quality and accessible through high quality publications and other relevant channels. We will continue to provide a platform for knowledge exchange through high quality events and other media, and utilise our research to inform policy makers and other stakeholders.

2016/2017 Deliverables

- Comprehensive research programme, derived from the IFoA's 2015 "Call for Research", that combines practitioner input with academic rigor, advances actuarial science in the short, medium and long term, includes international research teams and is relevant to our communities around the world (project and BAU)
- Provide a platform for knowledge exchange through sessional meetings, lectures and other events (BAU)
- Ensure that the publishing model for the British Actuarial Journal and Annals of Actuarial Science increases the impact of our journals and complements our other research publications, such as the Longevity Bulletin (BAU)
- Deliver an enhanced Library Management System and e-Library that supports a seamless information experience for the actuarial community around the world (Project and BAU)
- Recognise and reward success in actuarial science and related fields through prizes and awards (BAU).

Indicators of success

- Actuarial Research Centre expanded to include a wider range of institutions, researchers and partner organisations
- We will seek to attract £200,000 of external research funding during 2016/2017 to support our long term commissioned research programme
- Research projects and working parties deliver valued content for events, publications and journals that is relevant to members and other stakeholders around the world and addresses gaps in our understanding of actuarial science
- A clear strategy in place for the IFoA journals and publications, with a new publisher contract
- Increased use of the IFoA's library service from users around the world
- Election of new Honorary Fellows who will support the IFoA's strategy around the world.

Future commitments/priorities

The establishment of the Actuarial Research Centre and the Call for Research programme will continue to expand the structured programmes of research commissioned by the IFoA and further develop partnerships and co-sponsor relationships with cognate organisations. This will ensure that our research programmes remain relevant, that they have real impact and that they are accessible to the global actuarial community.

Corporate support

We will deliver more effective and efficient corporate services to support the delivery of the strategy.

We operate a “business partner” model to provide staff with ongoing support and advice in all areas of corporate support. The roll out of the new intranet will provide a valuable tool through which we can enhance this support and advice, as well as allowing staff access to more self-service systems, e.g. booking meeting rooms.

We will work closely with our new IT Support provider to ensure that all operational systems are robust, secure and fit for purpose.

In the last 12 months we have increased the range of payment options to members with the introduction of American Express and PayPal. We will continue to investigate further secure and cost effective methods of payment for our members.

2016/2017 Deliverables

- On-boarding of new I.T. Support contract (BAU) and procurement of replacement Hosting & Connectivity Contracts (project)
- Begin implementation of software-based recommendations from the IT Security Review (BAU)
- Continue to review and implement additional payment methods with a focus on increasing the choice, in particular for overseas members (BAU)
- Roll out HR self service absence module and reporting (project)
- Implement improved internal collaboration and communication through the new intranet (BAU)
- Implement Phase 2 of the organisation structure efficiency review and develop an ongoing work programme for business process reviews (project/BAU)
- Review the appropriateness of, and alter if necessary, the IFoA’s corporate structure to improve efficiency, simplicity and to mitigate legal and financial risks.
- Continue to strengthen the governance of the IFoA by reviewing whether Council is best positioned to discharge its strategic role.

Indicators of success

- Enhanced infrastructure performance
- Increased take up of on-line payment methods
- Positive feedback from staff on new intranet
- Achieve an average score of at least 3 (out of 4) in staff satisfaction ratings.

Future commitments/priorities

We aim to ensure that all our systems and processes are efficient and effective.

In 2015/2016 we reviewed the high level organisational structure and implemented the first set of recommendations from that review. During 2016/2017, we will implement the second and final phase. This will give us a base structure from which we will develop a more detailed, ongoing, review of our end to end processes. This work programme will develop and be implemented in a phased fashion.

Budget

The Institute and Faculty of Actuaries is forecasting an increase in income of 4.5%, from £24.6m forecast outturn in 2015/2016 to £25.7m in 2016/2017. This increase is mainly as a result of a rise in member numbers, and increased examinations and events.

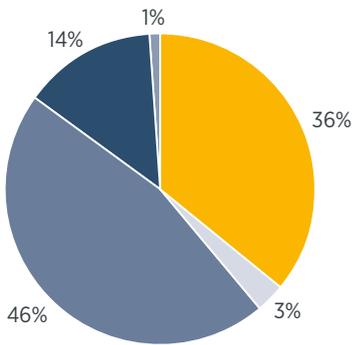
Total expenditure is £27m, which is a 4.7% increase on the 2015/16 forecast outturn of £25.8m. The budget shows an overall deficit of £1.3m. This is in line with our five year financial plan.

The overarching aim of our financial plan is to achieve a breakeven position over the medium term, whilst maintaining an appropriate level of

reserves. This budget will enable the IFoA to deliver the activities set out in this Corporate Plan and, in particular, invest in our expanded research programme.

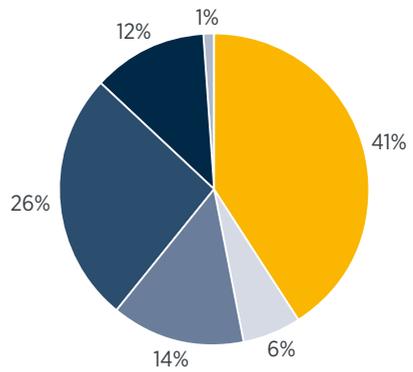
The pie charts below show the main areas of income and expenditure by activity. Corporate support costs have been apportioned across these activities.

Budgeted income for 2016/2017



- Education
- Regulation
- Membership subscriptions
- Post qualification courses and events
- Other income

Budgeted expenditure for 2016/2017



- Education
- Learned society and thought leadership
- Regulation
- Membership activities
- Public affairs and promotion
- Project expenditure

Key risks

Unacceptable outcome	Cause	Mitigating activity
S1. Lack of demand for actuarial science	Changing market needs (Education)	Discussions with stakeholders to ensure education syllabus remains relevant. In process of 2015 review.
	Changing market needs (CPD), e.g. Pensions (DB to DC schemes, pensions liberation) and Insurance (Solvency II and new requirements from EIOPA/AAE).	Boards responsible to deliver topics that are current and relevant to their constituencies. Masterclass strategy written and being implemented to support business skill development. CPD Coordinator guide and other initiatives launched to improve two-way communication with major employers.
	Research and Thought Leadership not up to date.	RTLCh Chair and IFoA executive engaging third party sponsors to secure funding for research programme to supplement IFoA funding.
	Failure to communicate the value of regulation to members and users of actuarial services.	Communicate rationale behind all regulatory initiatives through sessions at conference, CHIPS and X2 events. Ensure proportionality of response to all regulatory risks through the Risk Outlook Project. Ensure appropriate prioritisation of regulatory risks. Raise awareness of positive regulatory benefits to members at conferences, events and in communications. Promote understanding of relevance of public interest to members. Transparency of work with FRC. Raise awareness of disciplinary scheme through programme of engagement. Ensure value of engagement with other national and international regulators understood by members.
	Lack of quality membership services	Development and delivery of member proposition with subscriptions – this will be the underpinning key message to be communicated consistently. 400 Club feedback and International feedback groups ensure that ideas for new services are sought and tested post delivery.
	Low perceived public influence	Proactive stakeholder engagement activity developed for all key policy and operational initiatives. Proactively promoting IFoA research and thought leadership with both actuarial and non-actuarial audiences. Proactively seeking out opportunities to collaborate with external organisations on areas of mutual interest.
	Market developments enable other professions to encroach upon actuarial business	Promote the actuarial skill set to society, business and government. Encourage our actuaries to be more adaptable so that they can encroach on other (non traditional) territories. Work along side 'competing' qualifications so that actuaries gain knowledge of other specialisms.
	Inadequate consideration given to potential new areas of operation	Potential new areas of operation reviewed as part of ongoing review of syllabus e.g. banking and data analytics. CAA introduced in 2014. Re-badging of the Associate level qualification from July 2015.

Unacceptable outcome	Cause	Mitigating activity
	Perceived better service offering and/or value for money.	Ensure our offer remains competitive and good value – member proposition will be refined in future years to meet targeted needs. Being very assertive with our promotion. Member Benefits document has received positive feedback. Using case studies to highlight benefits. Developing a regional proposition to benefit those outside the key centres of London and Edinburgh.
	Lack of cooperation/collaboration	Regular bilateral meetings held with all major actuarial societies in the margins of all IAA meetings. Cooperation as a standing agenda item at all meetings. International Board's wise counsel sought ahead of IAA meetings, leveraging knowledge from wider Board committees.
	A significant portion of the members secede and set up their own actuarial association.	Continue to build overarching brand strength, engage different groupings of members in all aspects of the IFoA (eg International, PACC etc), provision of high level of service to volunteers across all practice and geographical areas. CAS and the IFoA work in collaboration via research.
S2. Loss of ability to self-regulate	Standards do not address matters of public concern: regulation	Ongoing review of our standards framework, designed to ensure coverage appropriate. Development of appropriate international framework (APS X1 + the 'Equivalence principle'). QAS designed to target cultural factors at organisational level. Professional skills training crucial in underpinning. Risk outlook project designed to identify risk and target regulation appropriately.
	Regulation is unenforceable.	Ensure disciplinary process is effective by critiquing case numbers: timescales; user engagement; international applicability. Ensure communication between DB and RB is effective to ensure lessons and themes arising from cases addressed at policy/strategic level. Ensure communication between Education and DB/RB effectively passes lessons from cases on to develop and adapt training needs (esp. CPD and professional skills). Campaign to raise awareness of Disciplinary Scheme and its role.
	Inadequate skills/knowledge in practice areas	Assist practice boards in the development of their deep dives at MB to ensure that objectives identified in the start of session and the Terms of References are delivered/adhered to. This includes working with them to develop boards that have diverse skills sets and are representative of the expertise/practitioners of that area. CPD provision is constantly evaluated for relevance. Working with the practice executive and RTLC; we will identify opportunities to develop cross-practice synergistic projects.
	Ineffective practising certificates regime	We continue to evaluate processes and are externally audited to ensure that processes are of a high quality.
	Failures of other actuarial bodies and/or employers.	Ensure effective monitoring and active media and stakeholder management. Strong professionalism regime for members. QAS oversight of employers.

Unacceptable outcome	Cause	Mitigating activity
	Ineffective governance framework or oversight	Internal audit will review compliance within their work programme. Refresher training will be run every two years. All new members of staff will receive training through the induction process. Directors confirm compliance annually.
	Ineffective governance of subsidiaries.	Review over-arching governance structure of subsidiaries. Directors of subsidiaries are members of the IFoA Executive and bound by IFoA governance processes. Development of internal schemes of delegations. Review ToRs and membership of committees. Review outsourced contracts.
	Weak stakeholder management	Relationships proactively managed at the Presidential, CEO, Regulation Board Chairman and staff level ensuring regular touch point meetings are conducted.
S3. Failure to maintain quality leading to potential Reputational Damage	Failure to offer appropriate perceived value to actuaries.	Continue to develop value proposition. Promote effective communication with members, the wider public and educational providers. Ensure top university accreditation programme is robust.
	Provision of ineffective member/volunteer support	VIP Champions are promoting the consistent approach to volunteer engagement and management. We will be developing an online version of the VIP using the VLE platform. This will encourage greater involvement with this valuable document. Internal Audit has asked us to consider a more centralised approach to volunteer management which could, potentially, ensure that engagement is more consistent and that procedures are followed. Engagement through events is stable or growing
	Failure of educational standards	The strategic review of the qualification process is intended to ensure standards are maintained
	Risk that members assume responsibility for client work for which they are insufficiently experienced or qualified	The actuaries code requires actuaries to be competent in what they do. Continue to deliver high quality professionalism. Clearer CPD scheme actively monitors the activities of members. CPD content is developed by experienced practitioners to ensure it is relevant to members.
	Failure of QAS accredited body	Operation of QAS accreditation is appropriately but not disproportionately challenging and inspection is carried out by ICAEW inspection unit. Lay and independent oversight of the accreditation process.
	Failure of CPD standards	Continue to maintain effective overall CPD standards; we will also be delivering CPD via the VLE which will provide a more consistent, high quality standard to all members. Meetings with CPD sub-committee chairs and Board chairs ensure that they are challenged but supported and are stretching content supplied to members.

Unacceptable outcome	Cause	Mitigating activity
	Ineffective regulation	Review regulatory framework to ensure no regulatory gaps. Scan horizon for emerging risks to ensure framework is relevant. Monitor standards to ensure implementation is effective and remains relevant. Maintain engagement with key stakeholders and contribute to thought leadership – eg the JFAR.
01. Failure to deliver Corporate Plan	Failure of systems to cope with circumstances – Financial controls, data, security etc	Comprehensive programme of internal audit reviews in place, based on a risk management approach. IT Security review recommendations being prioritised and an action plan developed.
	Failure of systems to cope with circumstances – Examinations	Ensure effective management controls and processes are in place for examinations. Review recommendations are being implemented
	Failure of systems to cope with circumstances – Support Services	Business continuity plan to review appropriateness of disaster recovery and contingency arrangements.
	Failure of systems to cope with circumstances – Financial Shock	Insurance policies reviewed annually for comprehensiveness. Banking policy in place. Investment policy agreed and in process of being implemented. Reserves policy approved and 5 year plan to move towards target reserves level in place.
	Ineffective recruitment processes and/or reward package.	We are reviewing and expanding the most appropriate communication channels for advertising new job opportunities. We review our reward package on an annual basis using external market benchmarks.
	Ineffective staff management and/or reward package. Lack of succession planning.	We have a robust staff performance appraisal system linked to delivery of the Corporate Plan and our corporate values. Our staff policies are regularly updated to reflect new legislation. We produce annual Total Reward statements for staff on an annual basis. Whilst formal succession planning is not in place, recent senior absences have been covered successfully. Overall, involuntary staff turnover is at a reasonable level

Key performance indicators

Corporate activity	KPI	Source of measurement	2016/2017 target
Education	Student satisfaction with exam process	All student survey	To achieve an average rating of at least 7 out of 10
	Employer satisfaction with exam process	Employer survey	To be confirmed once new survey designed
	Number of student admissions	Membership database	2,200
Regulation	Public confidence in our members and their work	FRC's independent survey	To maintain a confidence rating of "high" or above
Member support	Overall member satisfaction	400 club survey	80% satisfied/very satisfied
	Member satisfaction of CPD content	Feedback from CPD event Surveys	To achieve an average rating of at least 4 out of 5
	Total Membership numbers	Membership database	27,808
Public Affairs	Public policy contribution	Policy team consultation tracker	At least 66% of consultation responses can be linked to final published reports
	Stakeholder perception	Stakeholder perception audit	Improved awareness of the IFoA with key stakeholder audiences where the IFoA has been proactively targeting engagement
Learned Society and Thought Leadership	Member awareness of the IFoA's working parties, commissioned research and the Actuarial Research Centre	400 club survey	Increase by 10%
	Member awareness of the IFoA's dissemination of research initiatives.	400 club survey	Increase by 10%
	Ratio of research outputs to initiatives	tbc	Increase by 10%
Volunteers	Volunteer satisfaction	Volunteer survey	To achieve at least 75% satisfied/very satisfied
Staff	Staff satisfaction	Staff survey	To achieve an average rating of at least 3 out of 4

Diversity Action Plan 2016/2017

Recognising, understanding and respecting the individual differences of our members, volunteers and employees, and valuing the unique contribution they make to society and the profession.

With members in 110 countries around the world, we represent a diverse global community. We understand and take seriously the important role we play in enabling change in the profession and supporting our members. As such, we launched the first part of our diversity strategy in February 2016, which formalises our commitment to ensuring equality and diversity in the profession.

The strategy, which focuses on diversity within our membership, builds on the body of work initiated by Nick Salter during his Presidency. It includes our commitment to publish an Annual Diversity Action Plan, to set out the priorities for the year. An extract of our first action plan is shown below.

Whilst developing our strategy, we spoke to similar organisations about their experiences of implementing a diversity strategy. They told us that they had found that initially focusing on one issue and building on that over time was the most effective way to get their message across. That is why, as part of our broader diversity agenda, gender diversity will be our initial focus.

Research carried out by an independent market research firm, on behalf of the IFoA, in 2015, along with recommendations made by the member-led Diversity Advisory Group in their report 'Bringing the Benefits of Gender Diversity to All: First Steps' will form the basis of our first action plan.

Extract from Diversity Action Plan 2016/2017

Objective 1: Create and support an inclusive environment

Action	Outcome
Review our regulatory practices and procedures, including the CPD Scheme, to ensure that they meet the needs of people in a variety of circumstances, including those on parental leave.	Regulatory requirements for members taking a career break are proportionate.
Develop an online community to support members who wish to discuss/debate the diversity agenda. Utilise volunteer support to facilitate discussions and act as informal mentors.	Members have a platform to discuss key issues in a safe, supportive environment.

Objective 2: Embrace the value of diverse perspectives

Action	Outcome
All Boards and Committees will be asked to track the diversity of candidates they are encouraging to apply for the volunteer vacancies. This information to be reported on an annual basis.	More applicants from under represented groups are encouraged to apply for volunteer roles.
Promote successful role models using volunteer profiles and greater visibility of senior women in the calendar of networking events, training and industry events.	More women are encouraged to apply for volunteer roles.

Objective 3: Raise awareness of diversity within the profession

Action	Outcome
Deliver phase 1 of unconscious bias training. This includes developing three short films on unconscious bias which will be available to all members via our website and delivering a training session on unconscious bias at our all staff away-day.	Increase awareness of unconscious bias and promote better understanding of the business benefits of unconscious bias training.
Work with the member-led Diversity Advisory Group to organise a series of events to be held throughout the year aimed at building awareness and understanding of diversity issues.	Further debate on diversity provided. Increased visibility of relevant role models and mentors.

Read the first part of our Diversity Strategy and the full Diversity Action Plan 2016/2017 on our website.



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