



**Published Note of the meeting of the ICAS
Members Board on
19 November 2021**

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(Held at 10.00 via video conference using Microsoft Teams)

Some matters have not been disclosed for reasons of confidentiality.

Present:

Attendees:

Members

Sobhan Afzal CA, Diana Ardelean CA, Alan Begg CA, Alan Burnet CA, Chris Campbell CA, Ken Croarkin CA, Samantha Frost CA, Elizabeth Gammie CA, Sean Grubb CA, Rahul Handa CA, Fraser Hiddelston CA, Michael Kay CA (Chair), Karen McBride CA, Darrell McGraw CA, Iain McMichael CA, Jamie Mumford-Raine CA, Katherine Ritchie CA, Iain Scott CA, Rory Shedden CA

Guests Derek Treanor, CA

ICAS staff

Izzy Bell, Sarah Cran, Lesley Glen, Sharon Homan-James, Janice Hutchinson, Francesca Morrison, Linden Reekie, Sarah Speirs, Carolyn Spencer, Malcolm Thomson.

1. BACKGROUND

This was the fifth meeting of Members Board in 2021.

Apologies were noted from Nicola MacLean (ICAS), Dougie Hawkins CA, Rhona Thomson CA Jonathan Christodoulides CA was unable to join the meeting.

No conflicts of interest were declared.

2. RISK REGISTER

Derek Treanor from the Audit and Risk Committee (ARC) joined the meeting to discuss the Risk Register. Derek gave a brief overview of ARC and advised that external and internal audit attend the ARC meetings to ensure they have a mix of perspectives and a rounded view. Derek advised they spend time looking at the high-level risks and invited Lesley Glen, ICAS Chief Operating Office, to share the overall approach. Questions were welcomed from Members.

A number of questions were raised by Members; they were keen to understand how the risks are prioritised, if there was clear accountability and how ARC were comfortable in a number of cases where the residual risk after mitigating action remained higher than the stated risk appetite.

Derek Treanor and Lesley Glen then explained how they came up with the risk appetite levels and advised that this was considered annually by Council. There are five bands of appetite, the bands are set by Council, and they are used to set each risk.

3. CUSTOMER EXPERIENCE (CX)

Chris Campbell CA, Senior Manager with Johnston Carmichael (Scotland) Ltd., gave an update on the CX Vision. There are 4 bullet points to cover what the stakeholder group look for:

1. Customer experience - no red tape
2. Professional friendly respectful - being treated fairly makes better customer experience
3. Getting things right first time - acknowledge mistakes and find resolutions
4. Software – contact made, follow up, and consider what can be done to put things right

KPI and Targets were discussed including the service level agreement. The team acknowledge that the proposed Targets and KPI's are ambitious.

Francesca Morrison, ICAS Customer Experience Quality Manager, talked about the new Zendesk system. Zendesk will be ready at the end of 2021. Using the Zendesk system will help us to set benchmarks as they already have a bank of information from other companies that we can tap into.

Feedback was requested from the Board and there was discussion around the timescales involved and whether the goals were achievable. It was proposed having another KPI for reducing the volume of incoming enquiries was a good idea. There was a discussion around Service quality rating, improvement issues, data sitting beneath Net Promoter Score for each area, and it was suggested sharing results of this by segment of our customer base.

Carolyn Spencer, ICAS Executive Director of Customer Experience, advised that the focus is on creating a baseline where we can collect data from and then move into Continuous Improvement. The vast majority of incoming enquiries are reasonably straightforward to resolve. The goal is to try to stop an enquiry before it gets to a human, using forms or chat bot or tech platform that can resolve the issue. Zendesk will help with this with automated replies for simple straightforward questions and will allow Members to self-serve.

4. ANNUAL REPORT; TO COUNCIL

The Board was asked to approve the Members Board Annual Report to Council The Chair highlighted the achievements from the eight Members Board workstream and noted that Members Board should feel pride in what has been achieved - the challenge in 2022 will be to build on these achievements and raise the bar further.

The Board approved the Council report.

5. STUDENT ENGAGEMENT

Isabelle Bell, ICAS' Head of Content and Communications, and Linden Reekie, Student Experience Project Manager at ICAS, gave an overview of the project.

The aim of the Student engagement project is to increase student satisfaction and engagement. The vision is to create a one-stop shop for students. We need to look at how we can rationalise and standardise communications.

There was a lengthy discussion on the best way to communicate with students and what improvements could be made. There was general agreement that there needs to be increased personal interactions between ICAS and students.

Sarah Speirs, ICAS Executive Director of Member Engagement advised that the launch of the mentoring platform will be open to students.

6. SUBS WORKSTREAM

Sarah Speirs and Lesley Glen provided an update on the Subs workstreams including progress made.

There was a discussion on subs for retired Members and the subs model for newly qualified Members (flexibility and timing of the payments). The Board requested that the decision on fees for newly qualified Members be revisited in the future. Sarah Speirs confirmed this will be reviewed.

7. STRATEGY REFRESH AND 2022 PRIORITIES

Sarah Speirs gave an overview of the new ICAS Strategy. The new strategy is evolution not revolution and will take the business through to 2025.

Council held focus groups to explore elements of the strategy. The strategy re-fresh will be discussed at Council on 3 December and once approved will be shared with Members Board.

Sarah then presented the proposed Board priorities for 2022. It was agreed that there would be four areas of focus in 2022

- Member and Student Wellbeing
- Customer Engagement
- Professional Development
- Building Strong Networks

Board Members will be asked which of the four workstreams they would like to be involved in and whether they would like to lead a workstream.

8. CA SUMMIT 2021

Janice Hutchison, ICAS Director of Marketing, updated the Board on the success of the CA Summit 2021.

Those Members who attended the Summit were very complimentary and had enjoyed the sessions, in particular the focus on EDI & Mental Health in the profession.

The Chair expressed the view that Board Members should be attending ICAS events and engaging with ICAS activities so they can be role models and talk confidently to other Members about all the good work being done by the Board and ICAS.

9. ADDITIONAL REPORTS

The Board also noted reports covering the following

MEMBERS BOARD TERMS OF REFERENCE (ANNUAL REVIEW)
MEMBER ENGAGEMENT & COMMUNICATIONS EXEC DIRECTOR'S REPORT
MEMBERS BOARD PRIORITY AREAS WORKSTREAMS UPDATE
AREA NETWORKS YEAR TO DATE KPI UPDATE
EVENTS UPDATE
2022 BRAND CONTENT THEMES
2021 AREA NETWORK MEETING DATES

11. NEXT MEETING

The next meeting of the Members Board will be on 9 March 2022.