

ICAEW Annual Review 2013



Building a stronger profession worldwide

In 2013 we expanded our membership, student numbers and broadened our commercial income streams. The total number of students studying ICAEW qualifications reached an all-time high, although our ACA student intake was slightly below plan, reflecting the changing routes to the profession and economic downturn in some countries.

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A stronger chartered accountant brand

We launched Chartered Accountants Worldwide, a new pan-chartered accountants group with five leading international chartered institutes which share our ethical approach and standards. The group will promote the value of the chartered accountancy brand to global organisations. We also worked hard to raise the profile of ICAEW as a leading commentator on business issues.

Growth: new services and opportunities

As the global economy moves towards sustainable recovery, we have been developing new services for members in practice; including assurance and work on reserved legal services such as probate. We want to attract the best talent into the profession and we've increased access routes and doubled our schools business competition, BASE, in 2013–14, to reach 3,000 young people around the world.

And we've developed some exciting new ways to train students, including a one-year full-time ACA course. We made changes to our ACA qualification in 2013 to reflect changes in the business world and make it more flexible, responding to feedback from organisations training new ACAs, from high-street practices to global businesses. We also made it easier to train a new ACA, by introducing an authorised training principal scheme, allowing individual ICAEW Chartered Accountants to train people within their businesses.

Leading the way on major issues for the profession after the financial crisis

Audit, tax, growth and public sector finances are still big issues for the profession, as we predicted last year, but cybersecurity is now recognised as a major concern.

Audit decisions are in, ICAEW is working to transform audit for the 21st century

Several years on from audit becoming a major issue in Europe, we are finally approaching new legislation. The next challenge will be to ensure the law is implemented without too much disruption. ICAEW is working to ensure audit evolves to meet the changing needs of society with the successful first year of our Audit Futures programme, and to increase the value of audit to society through our new Audit Insights reports on sectors such as retail, cyber, and banking. We also examined the idea of 'reliability' in auditing.

Aggressive business tax avoidance is an issue of public interest

In a year of intense scrutiny and challenge, we have continued to demonstrate the role chartered accountants play in making the tax system work. And we are supporting the OECD's Base Erosion and Profit Shifting (BEPS) programme to clarify corporate taxation and stamp out avoidance. We've helped ensure our members understand the UK's major tax changes this year, with Real Time Information, Universal Credit and a new tax agent strategy coming in. We have also been successful in making HMRC think about how these changes are implemented and improve its implementation plans.

Setting the public sector agenda

The strength and resilience of public sector finances continue to dominate the agenda in Europe and to be important around the world, whether collecting taxes or spending them. Our paper, CFO at the Cabinet Table, recommended appointing a group finance director to oversee government departments. This was endorsed by the UK Treasury and has generated international interest.

Highlighting cybersecurity as a leading business risk

This was the major concern at Davos last year and ICAEW has been very active in raising awareness and debating the issue. The IT Faculty has published guidance based on its interactions with members, boards, government and academia. It addressed parliamentarians twice on the issue and is working with UK Government Business Department BIS on the proposed new organisational standard for cybersecurity. In addition, the Corporate Finance Faculty has worked with the Cabinet Office and a number of other industry bodies to create a guide to cybersecurity in corporate finance.

Other changes including UK GAAP and regulation

There have been a huge number of changes to the profession including a new UK GAAP regime – for many, the biggest change to accounting for a generation. We have worked to prepare members for changes to this and to consumer credit licensing in 2014. We continue to seek a level playing field on legal privilege for taxation advice.

Supporting strong national institutes around the world

We worked with institutes and regulators around the world to build the profession, helping them to develop local audit quality and establish their own qualifications. Countries include the Gulf States, Myanmar and Nigeria.

In the annual review, we again looked at how to apply IIRC guidelines on Integrated Reporting (<IR>) this year. The <IR> framework was approved and released by the IIRC Council at Chartered Accountants' Hall in December.

Thank you to all those members who have given up their time to help us; and also to our staff.



Martyn Jones
President



Michael Izza
Chief Executive

Building a stronger profession worldwide

We support, develop and promote over

142,000

chartered accountants
in more than

160

countries
worldwide

83

of the FTSE100 (the leading UK-listed companies) have an ICAEW Chartered Accountant on the board



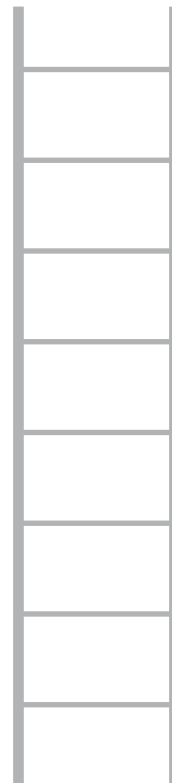
Launched Chartered Accountants Worldwide with leading chartered bodies – NZICA, ICAA, ICAS, CAI, and SAICA to promote the value of chartered accountants



x5

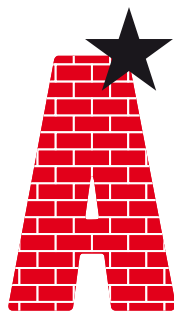
International student membership has increased more than x5 (from 5% to 26%) over 7 years

7,478 Record student intake



5,656
ACA

1,822
ICAEW CFAB



We were rated A* by DFID (DFID is the UK Department for International Development) for our capacity building work with the SEC in Nigeria

53%

of graduates going into accountancy and finance would choose the ICAEW Chartered Accountant qualification, ACA:

High Fliers research, 2013

97%

of the best global brands employ ICAEW Chartered Accountants:

ICAEW member data at January 2013, Interbrand Best Global Brands 2012



Opportunities and risks

Principal risks

The overriding principle behind our risk management approach is to protect the reputation of ICAEW as a world leader of the accountancy and finance profession.

Our strategy depends upon maintaining and enhancing the reputation of ICAEW. Our brand positions us as world leaders of the accountancy and finance profession, so we need to ensure that our reputation with key audiences reflects that position. Ultimately, all of our risks are risks to our reputation. If this is undermined it could have a fundamental impact on the ability of ICAEW to fulfil its strategic objectives and may threaten the financial model.

A Principal Risk is one that could have a fundamental effect on the ability of ICAEW as a whole to fulfil its strategic objectives.

External risks – These are principal risks that could happen to us. There is some chance to mitigate the likelihood, but more chance for us to mitigate the impact.

Internal risks – These are principal risks for which we can control both the likelihood and the impact.

Key firms change their business models

The risk that a key firm (or combination of firms) move away from a core skill set of ACA-trained accountants.

The scope of this risk could include: regulatory changes, competitors' actions or market changes.

Our activity to mitigate this risk includes: active stakeholder management; intelligence and insight with firms, regulators, competitors and the market. We are working with firms to develop training solutions that ensure we are the professional body of choice across their international networks.

The changing nature of the global competitive environment

The risk that external changes result in professional bodies losing relevance or ICAEW falling behind in the marketplace and being unable to execute strategy in the public interest.

The scope of this risk could include: legislative and regulatory changes; our products and partnerships; other regulatory and oversight bodies; our competitors; and market needs.

Our activity to mitigate this risk includes: actively influencing the debate about the future of the finance industry and developing innovative products and services for firms and members.

Opportunities

Our international work and capacity building

Over recent years we have developed our international activities from our regional offices and from our headquarters in the UK. Our programme of international capacity building consultancy with the World Bank and with other partners now totals 14 projects in countries as diverse as Myanmar, Botswana and Cyprus. These have generated goodwill, supported the growth of national professional bodies and regulators, built the ICAEW brand, and opened doors with other organisations where there are opportunities for the future.

Economic improvements

The global economy improved considerably in 2013, with the US and UK, among other economies, growing faster than expected; though austerity continues to damage growth in many parts of Europe. In South East Asia and China growth has continued, but was more modest than expected; in the Gulf countries are still growing, but more slowly than the year before. In many places, therefore, we're optimistic about prospects for members, for students and for commercial opportunities.

A significant external event causes the public to lose trust in the profession

The risk that a global financial crash, debt crisis or financial scandal causes the public to lose trust in the profession and finance institutions, reducing our ability to support members, undermining our disciplinary and regulatory roles and hampering our ability to act in the public interest.

The scope of this risk could include: high profile disciplinary cases; technical and public interest issues such as tax avoidance and audit quality.

Our activity to mitigate this risk includes: direct engagement with organisations and monitoring media, complaints and regulatory activities.

In-year cash-flow limitations and/or exceptional costs

The risk that limitations on resources or exceptional in-year costs result in a significant impact on cash and therefore on operations and delivery of strategy.

The impact of this risk could affect our competitive position and potentially business operations.

The scope of this risk could include: calls for costs for public interest cases from the FRC; unforeseen capital costs to buildings or the poor performance of our investment strategy.

Our activity to mitigate this risk includes: close engagement with the FRC; regular reviews of financial and insurance positions; and active monitoring of case pipeline.

Data management

The risk that data mismanagement events such as the handling of client/student data, or breakdown of ACA assessment process or procedure, or use of data relating to elections.

The resulting damage could be to our reputation, operations or both. The likelihood and potential impact of this risk grows as we expand internationally.

The scope of this risk could include: fraud or human error, technical failure relating to data systems or a breakdown in the assessment processes and procedures.

Our activity to mitigate this risk includes: Payment Card Industry (PCI) compliance; intensive test programmes and spot checks for systems and processes and a voice recognition system to reduce human intervention.

Data security

The risk that there is a failure or breach of physical or cybersecurity systems (eg, as a result of a cyber-attack), resulting in damage to reputation and disruption to operations. The likelihood and impact of this risk grows as we expand internationally.

The scope of this risk could include: failure or breach of system security leading to unauthorised access to ICAEW systems and data, resulting in disruption to operations and reputational damage.

Our activity to mitigate this risk includes: audits to ensure staff have the appropriate application security access; system penetration tests undertaken by a specialist organisation; PCI compliance testing; and active monitoring of exam pass rates.



Our strategy: leading the global finance and accountancy profession

Our strategic objective is for ICAEW to be a world leader of the finance and accountancy profession.

Objectives

Our aim is to ensure that chartered accountants lead the profession in all key financial markets.

This means that:

- our members are recognised as leaders and occupy prominent positions in business, practice and the public sector in all key markets;
- the ACA qualification is recognised as premium, best in class for global organisations;
- we attract the brightest and best talent in the market from all backgrounds;
- we are regarded as the partner of choice and sought after by organisations working internationally;
- we are influential and play a leading role in shaping policies that impact business and the global profession; and
- we have the power to convene key decision makers, speakers and thinkers.

To achieve this, in 2013 we focused on:

- improving access to and diversity in the profession;
- maximising our influence on new legislation and standards;
- delivering relevant and high quality services to our members; and
- maintaining the highest standards, supporting our position as a premium brand.

These priorities are reflected in our key performance indicators (see Performance section). We track a range of financial and non-financial indicators relating to our qualifications, service by and for our members, and our reputation and influence.

We are selective in our approach but broad in outcomes. Our aim is to ensure the financial model can be sustained through our premium positioning, attracting and retaining members for the long term.

Sustainable economic growth needs people to be able to do business with confidence

Premium positioning – leading the way with our commitment to quality

Focused growth – strategically important markets, products and services

Applied knowledge – constantly advancing the global profession

ACCESS – We provide a variety of routes to our qualifications and professional development programmes

INFLUENCE – We share our knowledge, insight and technical expertise with key decision makers to shape policy

MEMBERS – We promote, develop and support our members throughout their careers

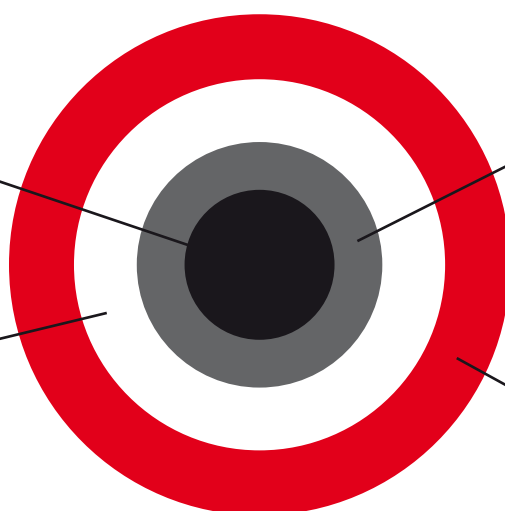
STANDARDS – We protect the quality and integrity of our profession by ensuring the highest professional and ethical standards

This benefits the public, our members and our firms

Our stakeholders

Members: We are a membership organisation acting for individual members and member firms.

Other stakeholders: a huge range including: governments, regulators, standard setters, institutes, international accounting organisations, businesses (1.5m in the UK alone), charities, NGOs, public sector bodies, academic institutions, consumers.



Students: They are our future members.

Public: Our Royal Charter commits us to act in the public interest ahead of member interests where there is a conflict.



We achieved six out of eight targets

This shows our start-of-year budget, and what we achieved in 2013 (compared to 2012), and our 2014 budget.

Some of our key metrics changed from last year: the percentage of students and members outside the UK are now embedded into our operations and we no longer target them specifically. Commercial performance is considered within overall financial performance.

We delivered a strong performance across most of our key measures of success. Our student intake was below the ambitious target set as the economic situation continued to weigh on recruitment in a number of significant markets. A number of developments in 2013 outlined in the Access section below, will provide us with tools to address this, together with a greater focus on developing recruitment to ICAEW qualifications. Despite this shortfall, the total number of students pursuing ICAEW qualifications reached an all-time high.

Students	Commentary on 2013	2012 Actual	2013 Budget	2013 Actual	2014 Budget	Commentary on 2014
Total ICAEW Chartered Accountant (ACA) students	Evolved ACA launched in 2013 to good feedback	20,037	20,095	20,121	21,142	Continue to develop student base internationally
ACA student intake	Below target as economy continued to see only partial recovery in UK and key international markets	6,201	6,535	5,656	6,170	Growth anticipated in key international markets, supported by direct and partnership approaches to recruitment
CFAB intake (our entry qualification)	Doubled previous year to take total ICAEW students to record levels	903	1,992	1,822	2,190	Growth based on investment in key markets
Membership		2012 Actual	2013 Budget	2013 Actual	2014 Budget	
Total membership	Stronger admissions and retention, 1.3% growth	140,573	142,093	142,334	144,080	We anticipate steady growth
New members admitted	Above target with strong admissions performance	3,928	3,535	3,660	3,910	We expect growth based on higher student base coming into membership
Operations		2012 Actual	2013 Budget	2013 Actual	2014 Budget	
Operating result (£m)	A strong result operationally in delivering our strategy despite additional FRC case cost requirements	(1.2)	0.5	2.2	1.0	We target a modest surplus to contribute to strategic development. The outcome will be dependent on FRC case outcomes
Special Interest Group membership	Significant growth across the offerings	13,642	13,643	14,766	15,695	Create new groups and continue to develop content and offerings
Faculty membership	Growth achieved across new services	31,296	30,751	31,756	31,975	Continued growth partly from new services



Achievements

This year our work to build a stronger profession worldwide focused on four areas: access, influence, members and standards. Here are some of the key highlights of 2013.

Access

Provide access to the profession through our qualifications and professional development programmes.

Promoting business skills and chartered accountancy as a career

We launched our latest development of the ACA following widespread consultation. We carried out practical work to help young people gain employability skills and choose chartered accountancy and business as a career, for example through our BASE competition; and through the Apprentice Business Challenge. This year we also piloted a Higher Apprenticeships programme with PwC. With the ICAEW Foundation we were invited to take part in Tottenham Hotspur's Leadership Through Sport apprenticeships programme.

We worked on a new Professions Week in the UK to promote the value of chartered accountancy as a career, one part of a programme of work to attract more diverse applicants into the profession. We led the UK Internships Code working group at BIS which published an updated Internships Code this year, and increased our work on attracting more women into the profession through a series of targeted careers events.

As well as employability workshops, we provided new resources for students and we started to provide new commercial awareness sessions for universities and schools. Our work included a new Public Private Regional Centre for Training Excellence in Malaysia.

New one-year route through ACA exams

We launched a full-time intensive ACA course for KPMG with BPP. This is a one-year study course which was launched in September with 60 students, responding to an employer need.



Gemma Page, former British army officer, studying for Intensive ACA with KPMG



From left to right: Rynnersing Ramlall, Kheshava Ramdoss, Maahjabeen Maudarbocus, Laetitia Curpanen, Siddanth Tulsidas. 2013 Mauritius prize-winners

Mauritius – growing a new student base

We have built up a strong base of students in Mauritius over the past two years. At the end of 2013 we had 173 ACA students across a range of employers, including practice firms, fund administrators and banks and around 250 members on the island, many of whom are in senior business positions.

ICAEW works closely with the Mauritius Institute of Professional Accountants (MIPA) to continually raise standards within the profession in Mauritius through, for example, joint technical events.

Easier ways to train ACAs: attached to a Chartered Accountant or ATP

We revived a scheme to train new ACAs 'attached' to a chartered accountant known as an 'Authorised Training Principal'. Becoming an ATP is straightforward and free, and we think it will both save time and increase training opportunities especially in some markets or smaller organisations. We've reintroduced this method of becoming qualified because of international demand. The scheme launched in September 2013.



Fareed Uddin, Finance Manager, Business Clubs Ltd, first student studying with an ATP

Refreshed ACA qualification

We successfully launched an evolved ICAEW Chartered Accountant qualification. This is a more flexible qualification which reflects what the marketplace wants and has ethics embedded in every part and a new online induction programme.

Influence

Influence the future of the profession by sharing our knowledge, insight and technical expertise.

Significant thought leadership work

In 2013 we worked to progress the key debates in our profession, providing input and ideas on tax, ethics, financial reporting standards and creating a new constructive debate about the future of audit.

Key to ICAEW's international influence is our unrivalled reputation for thought leadership.

Among our most well-received and significant work this year were three papers asking some big questions about Corporate Governance; a paper on financial disclosures suggesting that reports should be more selective; our Going Concern response to the FRC and a paper for the UK Government on why it should appoint a CFO to oversee government spending across departments and keep it in check. We also contributed to the public sector debate in Brussels. After Libor, our draft guidance for the performance of assurance work on benchmarks and indices has also been well-received by regulators around the world. For applicants listing on a UK market, we have published a technical release, Financial Prospects and Procedures to help directors of such companies as well as reporting accountants engaged to perform services in this area.

Influencing debate on tax and Local Enterprise Partnerships

We also influenced the debate around Britain's G8 Presidency. In the build-up to the Lough Erne summit in June, we ran a campaign to defend the profession's vital role in tax compliance and to advocate reforming the international tax rules.

Given the leading role some of our members play in UK Local Enterprise Partnerships, we worked with the All Party Group on Local Growth, to publish a major new report on how they should be governed, scrutinised and financed. We also ran a series of events on business priorities for the 2015 UK General Election manifestos, which attracted over 100 policymakers and members at the Labour party conference in Brighton and the Conservative conference in Manchester.

Making the news and contributing to the policy debate

We fed into nearly 200 consultations, provided evidence to 12 select committee and parliamentary group inquiries, advised policymakers on four major pieces of legislation, helped make the news and contributed to the policy debate. ICAEW was mentioned 65 times in the UK parliament this year.

Aggressive Tax Avoidance: working with the OECD to change corporate tax

Responding to concerns about corporate tax avoidance, the OECD launched a project on corporate tax, Base Erosion and Profit Shifting, which ICAEW is supporting. We are working to ensure members fulfil their ethical obligations on tax and shared our approach with regulators and other GAA members.

In the UK we were asked to give evidence to the House of Lords Economic Affairs Enquiry into corporate tax and to be special advisers on tax to two parliamentary committees. In addition, we now represent the interests of SMEs on the UK's Tax Professionals Forum.



Will Morris, Director, Global Tax Policy, General Electric, speaks at our annual tax debate

Audit: a clear path for Europe; but new Audit Futures project blooming

The audit question approached resolution in Europe, and the Competition Commission (UK) finally reported. The European position includes new obligations for public interest entities including a more stringent 'black list' of non-audit services and the introduction of mandatory rotation. Certainty will be better for business, and our members will now try to make this work.

However, our new Audit Futures project looking at how audit should evolve in future is gaining momentum. Expectations of audit are changing and we must too. Our Audit Insights stream, which started this year, aims to improve the value of audits to the public by sharing their conclusions.

At the same time, we are looking at how assurance can provide more certainty for funders and investors where the audit threshold has been raised. Promoting new thinking about reliability through the audit quality forum.

Ethics: called to present our work on ethics at UN

In 2013 we continued to promote our practical ethics 'thought leadership programme' Real Integrity, and launched our popular ethics in financial services programme, Valuing Integrity. Harvard Business School is basing one of its internationally renowned case studies on ICAEW's work on ethics. We have worked with our international standard setter and with the CCAB Ethics Group, which will be publishing guidance on the use and implementation of codes of conduct.



Michael Izza, ICAEW Chief Executive, presenting our work on integrity to a UN conference

A CFO at the Cabinet Table

With public debt still huge and big spending cuts looming after 2015 no matter who wins the election, our policy report on the need for a CFO at the Cabinet Table will help government strengthen financial management in Whitehall and turn the Treasury into a modern finance ministry, controlling value for money across government. It highlighted the value of professional accountancy skills at the highest levels in the public sector. It has been welcomed by politicians on all sides including Cabinet Office minister Francis Maude, Chief Secretary to the Treasury Danny Alexander and Shadow Chief Secretary Chris Leslie.

Members

Promote, develop and support our members throughout their careers

We increased services for members in 2013 in and outside the UK, especially where changes around audit will affect them.

Promoting the brand

We continue to keep the ICAEW brand in the public eye, so that people know ICAEW Chartered Accountants stand for quality. For example, we secured significant media and social media coverage for ICAEW's views, events and people in 2013, on issues like the global economy, and the UK's marriage tax allowance.

Developing and supporting members

Our communities, where members meet online, continue to prosper, and the Excel Community has grown to more than 5,000 members from a standing start in 2011.

We launched a new directory of firms in 2013 and our job site, icaewjobs.com, goes from strength to strength and has become the number one market leader with a 33% increase in job postings in the year.

At the same time, ICAEW's commercial department has delivered a range of training services for members and their employers which includes leadership development, IFRS, UK GAAP and Anti-Money Laundering.

Supporting business growth/economic growth

We engaged with high-level ministers on the business and economic growth agenda and continued to support growth through the UK Government's Business Finance Advice Scheme and our Business Advice Service (BAS). In BAS, members volunteer a free advice session to start-ups and growing companies. This generates around 150 enquiries a week. This year we held a month-long series of BAS promotions to raise the profile of our members' pro-bono work.

We also supported a vast number of other business events, including Startup Britain and The Pitch, where entrepreneurs pitch for investment, and get advice along the way.



Helping members volunteer through icaewvolunteers.com

We worked with the Chartered Accountants' Benevolent Association to make it easier for charities to find our members who are in high demand for volunteer positions in charities, third sector organisations and schools – and cover at least 45,000 voluntary positions. In 2013 610 roles were advertised on the new site icaewvolunteers.com



Promoting the chartered accountant brand

We launched Chartered Accountants Worldwide in 2013 with a campaign called No Ordinary Business Minds. We also ran the No-one's Better Qualified advertising campaign in the UK and internationally. We hosted high-profile events like the Finance For the Future Awards, the Middle East Accountancy and Finance Excellence Awards to raise awareness of ICAEW, and sponsor conferences, like the FDs' Excellence Awards, First Woman Awards and the ICPAK Financial Services conference in Nairobi, which attracted 10,000 finance professionals.



First international members on council, more international roadshows; thought leadership webinars

We wanted to communicate better with members outside the UK, and to ensure that their concerns were getting the attention they deserved. We now have seven international members elected to our council. Webinars have been a great success story, with more than 8,000 members taking part in our technical webinars alone; and we organised over 37 international roadshows in 13 countries to widen the debate around our thought leadership.

Standards

Ensure the highest professional standards to protect the quality and integrity of the profession

New legal services regulation opportunities

Diversity, sustainability and consumer protection were in focus this year because of new areas of regulation such as the Legal Services Board approval of our application to be a regulator for probate (Parliamentary approval sought in 2014), and changes to consumer credit licensing.

It was an intense regulatory year in Brussels ahead of the 2014 European elections, with changes to financial reporting, audit, and the portability of professional qualifications in member states.

Capacity building work in Nigeria rated A*

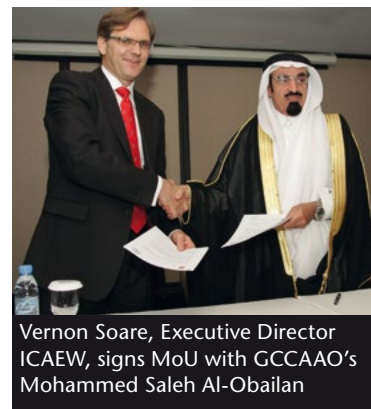
We have continued to build our capacity building work internationally, supporting a stronger profession in several countries including Myanmar, funded by the UK Government's FCO, which will help build a plan and strategy to revamp the Myanmar institute. Our UK Government (DFID)-funded capacity building work for the Nigeria Securities and Exchange Commission in 2013 was recently rated A* by DFID.

Disciplinary

We opened 2,766 new cases in 2013 of which around 70 came to Disciplinary Tribunal or Appeal Committee, and some 240 cases to Investigation Committee without the need for a hearing. We continue to support the FRC Conduct Committee disciplinary scheme for public interest cases which upheld three complaints, most notably for MG Rover; this case is subject to an appeal in 2014.

Audit Monitoring with Gulf Co-operation Council Accounting and Auditing Organisation

We started to set up a Gulf Audit Monitoring unit after a landmark agreement with GCCAAO. This is one of several audit monitoring projects we are working on around the world in partnership with other bodies (eg, with Chartered Accountants Regulatory Board Ireland and AAT – to support a new Practice Assurance Scheme; with Sri Lanka trained 250+ auditors; worked with a team from Ghana and a technical head in Tanzania). As well as improving quality, it's helping raise awareness of ICAEW around the world.



Vernon Soare, Executive Director ICAEW, signs MoU with GCCAAO's Mohammed Saleh Al-Obailan



Accountancy Profession Strategic Forum in Sofia

Accountancy profession strategic forum in Sofia and Russia/CIS

We ran our second Accountancy Profession Strategic Forum in Sofia and an event in London for Russia and the CIS. This forum was organised by ICAEW with the Bulgarian Institute and gathered 25 national bodies from 20 countries to share common challenges and strategic thinking, with input from the World Bank and European Commission.

New local public audit role in UK

The draft local public audit bill was published in January 2013. Legislation is due in January 2014. ICAEW, as a potential Recognised Supervisory Body in this market, is working with government and other stakeholders to ensure a robust system is put into place. We hope to be able to offer this service to members in 2014.

UK Insolvency Complaints Gateway work

As the UK's largest insolvency regulator, we worked to implement the new Insolvency Complaints Gateway which provides a transparent process for complaints and was launched in June 2013. Through discussions with the Insolvency Service, we ensured that the gateway project delivered an outcome which helps those who want to complain about a practitioner but also minimises the cost and impact of the changes to the profession.

2014: Progressing our international strategy, online learning offers more reach

The major global issues for accountancy in 2014 are likely to be the state of economic growth and the consolidation of the profession in a number of global institutes. European elections may make a difference to the outlook for the profession this year. We will also be considering how to develop training in an online world.

International Strategy progressing

We continue to progress our international strategy with new international council members to support it, and with new staff taken on in South East Asia, and a new focus on Africa. Following the launch of Chartered Accountants Worldwide in 2013, we now want to strongly support the Chartered Accountant brand and the Chartered Accountant family.

There was some international consolidation with a number of professional bodies in 2013, and this may continue in 2014. However, ICAEW is driving a different path to support strong national institutes, which we believe is good for the profession.

We continue to work on reciprocal arrangements, for example through our Pathways scheme, and there will be more agreements in 2014.

Opportunities to use new technology beckon

New technology is changing the way we work and how we communicate. Opportunities such as massive open online courses (MOOCs) are emerging. We will look at how this translates into the professional qualification environment and what it means for the way we provide services to members in future.

Long-term, sustainable investments and a stable ethical profession are needed

With returning economic growth in the UK, US and eurozone, we're now interested in the nature of that growth and want to make sure it's sustainable. We want to see investment driving long-term value creation underpinned by a values-based approach to business and investment. From an economic perspective, both public finances and business investment continue to be of critical importance around the world.

The battle for talent returns?

As the world economy heats up, so will pressures on member firms, which will face more competition to recruit and retain good staff. We will continue to encourage students from diverse backgrounds into the profession – and are doubling the BASE competition intake to 3,000 to help address this.

Building a sustainable future

We will continue to work to improve audit, working in partnership with the Royal Society of Arts to look at the big issues in audit. And we have two new workstreams in 2014 asking what business and practice will look like in 2025. We will also be celebrating 10 years of our UK-based *ICAEW/Grant Thornton Business Confidence Monitor*, which has proved reliable at predicting the level of economic growth, and looking forward to what the next decade may hold.

We are also continuing to work with the Natural Capital Coalition, which we founded in 2012. This has secured a second round of funding from the World Bank's commercial arm, IFC, and the Gordon and Betty Moore Foundation, to develop a framework for valuing natural capital in decision making.

Big events in 2014

We are expecting major changes in 2014 to financial reporting and regulation; to benefits and pensions and consumer credit licensing in the UK, and to audit regulation and company reporting in Europe. The OECD work to reduce corporate tax avoidance will continue, though is unlikely to come to fruition before 2015. There will also be the fourth money laundering directive in 2014 – and new rules on insolvency.

The four-yearly World Congress of Accountants in Rome, European Parliament elections and the appointment of new commissioners in Brussels, plus manifesto building for the UK General Election in 2015 will be a key focus for us.

UK: New services for members

The big ticket changes for members in the UK include alternative business structures and probate, with UK firms to be allowed to cover those areas of business from mid-2014 under our regulation.

We will look at other areas of reserved legal services in 2014 to see whether there are other services members and their clients would like to be able to offer. We expect to start licensing, registering and monitoring our members for probate services in 2014 and will also develop a role as a public sector regulator.



Financial review

ICAEW's financial statements for 2013 include the charitable trusts associated with ICAEW together with our international subsidiaries. The commentary below relates primarily to the operating activities of ICAEW.

Results

Total income was £87.6m, £4.9m higher than in 2012. The retained surplus after tax for the year was £2.2m (2012: £1.2m deficit). This reflects membership income growth of £1.9m and income growth from our qualifications and regulatory areas, together with a tight control over our cost base. At the same time we have continued to invest in our strategy, including internationally. The result also includes the release of a provision of £1.8m made in 2012 in connection with uncertainty over outcomes of certain commercial matters resolved successfully in the year with revised terms. Fines and cost recoveries of £1.3m were received from the Financial Reporting Council (FRC) Conduct Committee, although the net FRC Conduct Committee case cost charge for 2013 was £2.8m (2012: £1.8m).

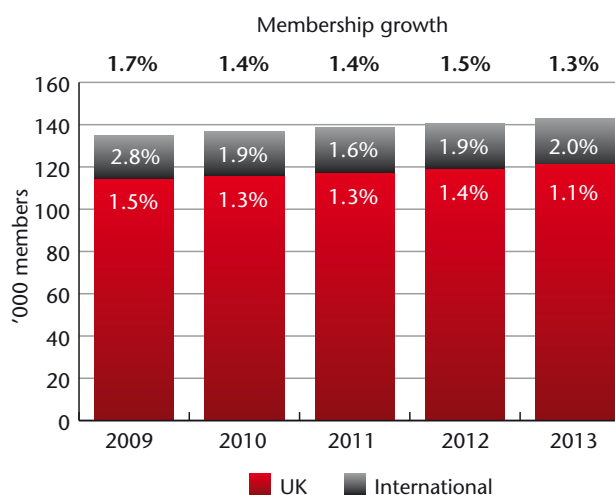
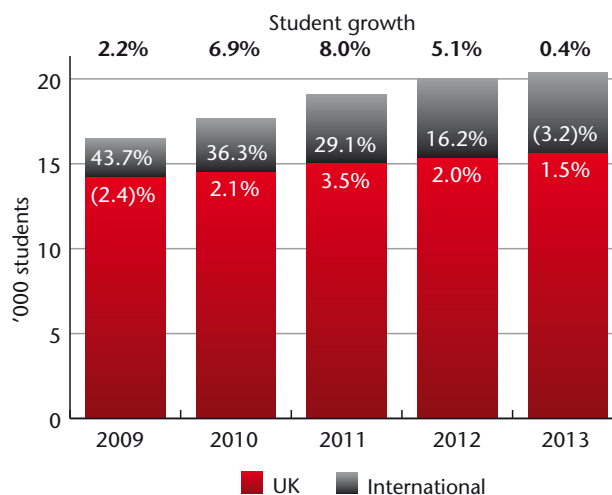
Net assets at 31 December 2013 were £27.4m, an increase of £7.2m over the 2012 net assets of £20.2m. Cash and cash equivalents ended the year at £4.3m, reflecting a net cash inflow of £0.9m in the year, after £4.8m contributions to reduce the pension scheme deficit. Total cash and investments stood at £38.6m at the end of the year, an increase of £4.0m on 2012.

The consolidated outcome for the year, including the results of ICAEW's charitable trusts, was a surplus after tax of £2.6m (2012: £0.9m deficit).

Student and membership growth

2013 saw an ACA student intake of 5,656 – a reduction on our 2012 high point of 6,201 reflecting the challenging markets both in the UK and internationally. Total ACA student numbers at the end of 2013 stood at 20,121 (2012: 20,037). In addition 1,822 students signed up for our foundation level Certificate in Finance, Accounting and Business, which is more than double last year's intake of 903.

In the year, membership grew to 142,334, from admissions of newly-qualified students to membership, together with reciprocal and similar arrangements with members of other institutes.



Income

Revenue from members' fees and subscriptions rose by 5% to £41.5m, reflecting the continued steady growth in membership and an improved mix of membership rates. Income from our qualifications increased by £0.5m, reflecting an increased student population actively taking exams, both ACA and CFAB, following our 20-year high intake in 2012 and record CFAB numbers this year.

Our commercial income streams were stable. Although we were unable to repeat the exceptional performance from some areas in 2012, we delivered growth in many lines including international development of leadership programmes.

Income from our new publishing arrangements with PCP since the launch of *economia* in 2012 has also held stable this year, despite a challenging advertising market.

We have continued to generate strong income from our capacity building programmes, with income nearly doubling in 2013 to £1.1m (offset by a matching increase in cost base). This reflects mostly overseas contracts, working with local institutes to strengthen the profession internationally.

Investment income increased to £1.5m, from £1.1m in 2012, reflecting the improved investment balances and a tight control over cash flows during the year.

Expenditure

Operating expenditure increased to £85.4m, including the impact of higher FRC Conduct Committee case costs, but net of cost recoveries.

We launched the evolved ACA in 2013, resulting in dual running of exams; in addition, exam-related costs saw an increase, reflecting the increased number of exams being sat.

FRC Conduct Committee Case Costs

During 2013 we charged costs of £5.7m to the income statement in relation to the FRC Conduct Committee provision (formerly AADB), an increase of £2.2m on 2012. This was partly offset by cost recoveries of £0.5m (2012: £0.1m) imposed by FRC tribunals and returned to ICAEW.

There was further growth in the year in the case load as well as increased activity on existing cases, giving rise to the additional charges. In the year, judgment was made against Deloitte and Touche in relation to the MG Rover case; fines were awarded of £14.2m, plus costs, however the judgment was subsequently appealed and we do not recognise any income until a decision is final.

Since its inception, FRC Conduct Committee case costs charged to the income statement have totalled £26.1m, with recoveries of £3.8m; total cash payments out are £17.6m over the 10-year period.

The FRC Conduct Committee carries out independent investigations of the work and conduct of chartered accountants, both in public practice and elsewhere, where this has given rise to public concern.

Tax

The net corporation tax charge for the year was £nil (2012: £nil). As a mutual membership organisation, much of our income is exempt from corporation tax.

Pensions

The IAS19 valuation at 31 December 2013 was a whole scheme surplus of £1.7m (2012: deficit £5.6m). The pension asset is recognised as ICAEW considers that any surplus arising would be recoverable, assuming the gradual settlement of scheme liabilities over time.

ICAEW's defined benefits pension scheme was closed to further member benefit accrual on 30 June 2010. Employees who participated in the scheme were invited to join ICAEW's defined contribution pension arrangements, with transitional enhanced employer contributions payable until June 2013. The triennial actuarial valuation was concluded in the year and showed a deficit of £24.9m at 31 March 2013. The trustee and ICAEW agreed deficit funding arrangements comprising annual payments of £1.8m from 1 January 2014 until the deficit is eliminated. With our support, the trustee has developed an investment strategy intended to make the scheme entirely self-sufficient by around 2025.

A charge remains over Chartered Accountants' Hall and the fund has an interest in up to £10.0m of our investment portfolio. The previous covenant agreement with various trigger points and remedies has ended.

The scheme valuation has again been subject to the volatility in the financial markets, most notably in respect to improved gilt yields. A desktop valuation of the funding position at 31 December 2013 estimated the scheme deficit at £9.5m, a reduction of £15.4m on the estimated valuation at December 2012 of £24.9m (on the previous valuation basis) and of £15.4m from the March 2013 valuation.

Further details are given in note 24 to the full financial statements.

Financial position

Net assets at 31 December 2013 were £27.4m – an increase of £7.2m on the 2012 position. At the year end, while our pension value had increased by £7.0m, this is after input of £4.8m cash contributions in the year, a net growth of £2.2m.

During 2013, the market value of our long-term investments rose to £34.3m from £31.2m in 2012.

The value of Chartered Accountants' Hall increased to £9.7m as at 31 December 2013.

Trade and other payables were £34.5m (2012: £32.5m). This reflects a further increase in subscription income in advance. Trade and other receivables were £8.9m (2012: £9.6m).

We have provided £8.5m (2012: £8.1m) of costs relating to the FRC Conduct Committee at 31 December 2013, reflecting their current case load. Case costs are forecast on the basis of the available information on actual or prospective cases. The accuracy of this forecast depends on assumptions made about the progress of individual cases and is subject to a significant degree of judgement. We do not take account of any potential future income from fines or cost recoveries from FRC Conduct Committee cases.

Cash flow

Cash balances at 31 December 2013 were £4.3m. Net cash inflow was £0.9m compared to a £1.7m outflow in 2012. Our cash profile fluctuates on an annual cycle, this year peaking at £39.2m in February and bottoming out at £1.6m in November.

Funding of the FRC Conduct Committee case costs saw a cash outflow of £5.3m (2012: £4.0m).

ICAEW provided £4.8m (2012: £6.0m) of deficit funding to the Staff Pensions Fund, in line with the current agreement.

Capital expenditure was £2.0m (2012: £3.8m). We expect to incur £2.6m of capital expenditure in 2014.

Report of the auditor

The auditor's report on the full accounts for the year ended 31 December 2013 was unqualified.

Further information

You can get full financial statements:

- online at icaew.com/review
- by emailing fullaccounts@icaew.com
- by writing to Andrew Fagg, Finance Director

Summary financial statements

Summary group income statement

for the year ended 31 December 2013

	2013			2012		
	Income £m	Expenditure £m	Net £m	Income £m	Expenditure £m	Net £m
Subscriptions and fees	41.5	-	41.5	39.6	-	39.6
Learning and professional development	10.2	(14.8)	(4.6)	9.7	(14.0)	(4.3)
Professional standards	15.4	(14.2)	1.2	14.2	(13.7)	0.5
Commercial and shared services	9.7	(13.0)	(3.3)	9.9	(13.1)	(3.2)
Members	1.0	(13.1)	(12.1)	1.0	(12.9)	(11.9)
Technical strategy	4.0	(9.0)	(5.0)	3.9	(9.2)	(5.3)
Central activities	1.0	(11.8)	(10.8)	0.9	(13.6)	(12.7)
Charitable trusts	0.1	(1.0)	(0.9)	0.2	(1.1)	(0.9)
	82.9	(76.9)	6.0	79.4	(77.6)	1.8
FRC Conduct Committee	2.4	(5.2)	(2.8)	1.6	(3.4)	(1.8)
Other regulatory and professional associations	0.9	(3.1)	(2.2)	0.8	(2.9)	(2.1)
	3.3	(8.3)	(5.0)	2.4	(6.3)	(3.9)
Operating result	86.2	(85.2)	1.0	81.8	(83.9)	(2.1)
Investment income	1.7	-	1.7	1.3	-	1.3
Result before taxation	87.9	(85.2)	2.7	83.1	(83.9)	(0.8)
Taxation			(0.1)			(0.1)
Net result after taxation for the year			2.6			(0.9)

Summary group statement of comprehensive income

	2013 £m	2012 £m
Net result after taxation recognised in the income statement in the year	2.6	(0.9)
Items that may be reclassified subsequently to profit or loss:		
Gains on revaluation of available for sale investments	3.6	2.2
Deferred tax	(0.3)	(0.4)
Items that will not be reclassified subsequently to profit or loss:		
Gains/(losses) on revaluation of property, plant and equipment	1.1	(0.6)
Actuarial gains/(losses) recognised in the year	2.6	(4.8)
Deferred tax	(0.2)	0.1
Other comprehensive income/(expense) in the year	6.8	(3.5)
Total comprehensive income/(expense) in the year	9.4	(4.4)

Summary ICAEW income statement

for the year ended 31 December 2013

	2013			2012		
	Income	Expenditure	Net	Income	Expenditure	Net
	£m	£m	£m	£m	£m	£m
Subscriptions and fees	41.5	-	41.5	39.6	-	39.6
Learning and professional development	10.2	(14.8)	(4.6)	9.7	(14.0)	(4.3)
Professional standards	15.4	(14.2)	1.2	14.2	(13.7)	0.5
Commercial and shared services	9.7	(13.0)	(3.3)	9.9	(13.1)	(3.2)
Members	1.0	(13.1)	(12.1)	1.0	(12.9)	(11.9)
Technical strategy	4.0	(9.0)	(5.0)	3.9	(9.2)	(5.3)
Central activities	1.0	(11.2)	(10.2)	0.9	(13.1)	(12.2)
	82.8	(75.3)	7.5	79.2	(76.0)	3.2
FRC Conduct Committee	2.4	(5.2)	(2.8)	1.6	(3.4)	(1.8)
Other regulatory and professional associations	0.9	(3.1)	(2.2)	0.8	(2.9)	(2.1)
	3.3	(8.3)	(5.0)	2.4	(6.3)	(3.9)
Gift aid and library funding	-	(1.8)	(1.8)	-	(1.6)	(1.6)
Operating result	86.1	(85.4)	0.7	81.6	(83.9)	(2.3)
Investment income	1.5	-	1.5	1.1	-	1.1
Result before taxation	87.6	(85.4)	2.2	82.7	(83.9)	(1.2)
Taxation			-			-
Net result after taxation for the year			2.2			(1.2)

Summary ICAEW statement of comprehensive income

	2013 £m	2012 £m
Net result after taxation recognised in the income statement in the year	2.2	(1.2)
Items that may be reclassified subsequently to profit or loss:		
Gains on revaluation of available for sale investments	1.9	1.6
Deferred tax	(0.3)	(0.3)
Items that will not be reclassified subsequently to profit or loss:		
Gains/(losses) on revaluation of property, plant and equipment	1.1	(0.6)
Actuarial gains/(losses) recognised in the year	2.5	(4.6)
Deferred tax	(0.2)	0.1
Other comprehensive income/(expense) in the year	5.0	(3.9)
Total comprehensive income/(expense) in the year	7.2	(5.1)

Summary statements of financial position

as at 31 December 2013

		Group			ICAEW		
	Note	2013 £m	2012 £m	2011 £m	2013 £m	2012 £m	2011 £m
Assets							
Non-current assets	2	70.5	64.2	62.5	57.8	52.9	51.9
Current assets		15.0	14.7	19.1	13.9	13.8	18.3
Total assets		85.5	78.9	81.6	71.7	66.7	70.2
Liabilities							
Current liabilities		(39.9)	(38.2)	(34.4)	(39.6)	(37.9)	(34.1)
Non-current liabilities		(4.8)	(9.3)	(11.4)	(4.7)	(8.6)	(10.8)
Total liabilities		(44.7)	(47.5)	(45.8)	(44.3)	(46.5)	(44.9)
Total net assets		40.8	31.4	35.8	27.4	20.2	25.3
Reserves							
Revaluation reserve		6.5	5.4	5.9	6.5	5.4	5.9
Investment revaluation reserve		4.1	2.5	1.3	4.1	2.5	1.3
Accumulated fund		12.3	7.9	14.0	11.6	7.3	13.6
Other reserves		5.2	5.0	4.5	5.2	5.0	4.5
Charitable trusts		12.7	10.6	10.1	-	-	-
	3	40.8	31.4	35.8	27.4	20.2	25.3

Approved on behalf of the council



Martyn Jones
President
18 March 2014



Michael Izza
Chief Executive

Summary statements of cash flows

for the year ended 31 December 2013

	Group		ICAEW	
	2013 £m	2012 £m	2013 £m	2012 £m
Cash generated from operating activities	12.5	10.5	12.7	10.7
Cash outflow on pension liabilities	(4.8)	(6.0)	(4.8)	(6.0)
Cash outflow on FRC Conduct Committee	(5.3)	(4.0)	(5.3)	(4.0)
Tax paid	(0.1)	(0.1)	-	-
Purchase of property, plant and equipment	(0.8)	(2.5)	(0.8)	(2.5)
Purchase of intangible assets	(1.2)	(1.3)	(1.2)	(1.3)
Net (disposal)/purchase of available for sale investments	(0.7)	0.3	(0.6)	0.4
Investment income received	1.2	1.3	0.9	1.0
Net increase/(decrease) in cash and cash equivalents in the year	0.8	(1.8)	0.9	(1.7)
Net cash and cash equivalents at 1 January	3.9	5.7	3.4	5.1
Net cash and cash equivalents at 31 December	4.7	3.9	4.3	3.4

Notes to the summary financial statements

for the year ended 31 December 2013

1 Basis of preparation

The summary financial statements have been extracted from ICAEW's full financial statements for the year ended 31 December 2013, which have been prepared in accordance with International Financial Reporting Standards, and under the historical cost convention as modified by the revaluation of properties and available for sale investments.

2 Non-current assets

	Group			ICAEW		
Carrying amounts	2013 £m	2012 £m	2011 £m	2013 £m	2012 £m	2011 £m
Property, plant and equipment	18.6	18.8	19.2	18.6	18.8	19.2
Intangible assets	2.8	2.7	2.6	2.8	2.7	2.6
Investments in associated undertakings	0.1	0.1	0.1	-	-	-
Available for sale investments	47.3	42.4	40.4	34.3	31.2	29.9
Pension asset	1.7	-	-	2.1	-	-
Deferred tax asset	-	0.2	0.2	-	0.2	0.2
	70.5	64.2	62.5	57.8	52.9	51.9

3 Reserves

Group	Revaluation reserve £m	Investment revaluation reserve £m	Accumulated fund £m	Other reserves £m	Charitable trusts £m	Total £m
Reserves at 1 January 2013	5.4	2.5	7.9	5.0	10.6	31.4
Net result after taxation	-	-	2.1	0.2	0.3	2.6
Increase in valuation of property, plant and equipment	1.1	-	-	-	-	1.1
Net change in market value of long-term investments over cost	-	1.9	-	-	1.7	3.6
Actuarial gains recognised in year on defined benefit pension scheme	-	-	2.5	-	0.1	2.6
Deferred tax attributable to above	-	(0.3)	(0.2)	-	-	(0.5)
Total other comprehensive income in the year	1.1	1.6	2.3	-	1.8	6.8
Total comprehensive income in the year	1.1	1.6	4.4	0.2	2.1	9.4
Reserves at 31 December 2013	6.5	4.1	12.3	5.2	12.7	40.8

ICAEW	Revaluation reserve £m	Investment revaluation reserve £m	Accumulated fund £m	Other reserves £m	Total £m
Reserves at 1 January 2013	5.4	2.5	7.3	5.0	20.2
Net result after taxation	-	-	2.0	0.2	2.2
Increase in valuation of property, plant and equipment	1.1	-	-	-	1.1
Net change in market value of long-term investments over cost	-	1.9	-	-	1.9
Actuarial gains recognised in year on defined benefit pension scheme	-	-	2.5	-	2.5
Deferred tax attributable to above	-	(0.3)	(0.2)	-	(0.5)
Total other comprehensive income in the year	1.1	1.6	2.3	-	5.0
Total comprehensive income in the year	1.1	1.6	4.3	0.2	7.2
Reserves at 31 December 2013	6.5	4.1	11.6	5.2	27.4

Summary corporate governance statement

The council has adopted the provisions of section 1 of the UK Corporate Governance Code (September 2012) prepared by the committee on corporate governance, to the extent appropriate. During the year the council has monitored and assessed key risks in compliance with the guidance *Internal control: guidance for directors on the combined code*. The full corporate governance statement is set out in the financial statements for the year ended 31 December 2013.

Independent auditor's statement to the members of The Institute of Chartered Accountants in England and Wales

We have examined the summary financial statements of The Institute of Chartered Accountants in England and Wales (ICAEW) for the year ended 31 December 2013, which comprise the summary group income statement, summary ICAEW income statement, summary statements of financial position, summary statements of cash flows and notes to the summary financial statements.

This report is made solely to ICAEW's members, as a body. Our work has been undertaken so that we might state to ICAEW's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than ICAEW and ICAEW's members as a body, for our audit work, for this report, or for the opinions we have formed.

Respective responsibilities of the council and auditors

The council is responsible for preparing the annual review.

Our responsibility is to report to you our opinion on the consistency of the summary financial statements within the annual review with the full annual report and financial statements.

We also read the other information contained in the annual review and consider the implications for our report if we become aware of any apparent misstatements or material inconsistencies with the summary financial statements.

Basis of opinion

We conducted our work in accordance with Bulletin 2008/3 *The Auditors' Statement on the Summary Financial Statement in the United Kingdom* issued by the Auditing Practices Board. Our report on ICAEW's full annual financial statements describes the basis of our audit opinion on those financial statements.

Opinion

In our opinion, the summary financial statements are consistent with the full annual financial statements of ICAEW for the year ended 31 December 2013.



Grant Thornton UK LLP
Statutory Auditor
Chartered Accountants
Milton Keynes
18 March 2014

ICAEW is a world leading professional membership organisation that promotes, develops and supports over 142,000 chartered accountants worldwide. We provide qualifications and professional development, share our knowledge, insight and technical expertise, and protect the quality and integrity of the accountancy and finance profession.

As leaders in accountancy, finance and business our members have the knowledge, skills and commitment to maintain the highest professional standards and integrity. Together we contribute to the success of individuals, organisations, communities and economies around the world.

Because of us, people can do business with confidence.

ICAEW is a founder member of Chartered Accountants Worldwide and the Global Accounting Alliance.
www.charteredaccountantsworldwide.com
www.globalaccountingalliance.com



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