

Summary strategic performance

Strategic objective	Measure	2014-15 target	2014-15 performance	2015-16 target	2015-16 key plans
 Our vision: to be #1 in developing professional accountants the world needs	# of members and students	635,000	633,947	Amended measure: 187,500 total members	Further global research to identify the evolving demand for accountancy skills.
 Our difference: reach, relevance and resources	Net operating surplus	£0.7M	£2.8M ¹	-£5M	Alignment of financial resources with strategic priorities to drive maximum value, including significant investment in our Flexible Exam Delivery and Support (FEDS) programme to set the base for the future.
 Attract: inspire people everywhere in the world to choose ACCA	Student growth rate	 4.9%	 4.6%	Amended measure: 483,000 total students	Investment in our sales capabilities in order to meet the demand from emerging economies and sectors.
 Develop: grow our network to support our stakeholders	# of new members	11,100	11,530	Amended measure: 100% of student progression targets met	A focus on the effective delivery of our FEDS programme, including the move to four exam sittings a year. Rollout of ACCA-X, our digital learning solution.
 Sustain: demonstrate the value of a lasting relationship with ACCA to achieve their goals	Members and student satisfaction	 75%	 70%	 75%	A focus on improving members' digital services and improving employment prospects for members and students.
 Lead: use our preeminent brand to influence the market	Brand power	 80% of brand power elements met	 80% of brand power elements achieved	 80% of brand power elements met	Continued development of our research and insights output, with a specific focus on promoting public value. Rolling out our new Think Ahead brand.
 Customer centred solutions	% of employers who highly rate ACCA *	 88%	 88%	Amended measure: 85% of customer service SLAs met	Implementing a customer engagement centre solution to provide a single, unified platform for our B2B and B2C customers.
 High performing people	Employee engagement *	One Star status in Best Companies index (score of 659.5 or above)	One to Watch organisation (score of 634.8)	One Star status in Best Companies index	Continued investment in culture and behaviours work and a focus on leadership development.
 Operational excellence	Total cost per student and member *	£260 per client	£257	£272 per client	Continued focus on how we deliver strategy through our annual budgeting and planning process and regular reviews of spend.
 Flexible delivery	Customer experience SLA *	 85% of SLA elements met	 97% of SLA elements met	Amended measure: 66% of digital experience SLA elements met	Continued transformation of the digital customer experience through development to our website and our digital strategy.

* Internal capability measure - reported for information only

¹ Net operating surplus is consistent with Operating Surplus net of Finance Costs in the statutory accounts