

AuditFutures^{fi}

fi THE
FINANCE
INNOVATION
LAB



WHAT IS ***YOUR*** HIGHEST ASPIRATION
FOR THE FUTURE OF THE PROFESSION?

CARDIFF CITY HALL
2 APRIL • 2-6PM
www.AuditFutures.org



WHAT WOULD MAKE YOU PROUD TO BE PART OF A PROFESSION?

We invite you to join a project seeking to identify what it means nowadays to be a profession; or rather what are the attributes and qualities that you want from the profession of your choosing?

- What are the major social challenges of the 21st century and what is most important to you?
- What are the qualities needed for socially minded leadership in your future profession?
- What is the role of professions, especially auditing, in rebuilding public trust in key social, business and regulatory institutions?

These are some of the key questions that we want to consider at our innovation workshop on Wednesday, 2 April.

Join us in an open discussion with students, academics and professionals from 2 to 6 pm in the Ferrier Hall of Cardiff City Hall.

Light refreshments will be provided at the reception and networking. after 6pm.



AUDITFUTURES UNIVERSITY

Now is the perfect time to rethink how education could inspire and engage with the next generation of professionals. We believe that the role of universities should be to solve global problems, to reinvigorate the accountancy profession and redefine its goals for 21st century society. The university is the perfect place to promote professions and attract diverse and talented young people who will lead the next generation of practitioners.

The aim of our programme is to act as a bridge between academia and practice, and to inspire a more positive and constructive discourse.

Our approach

Part of our engagement with universities aims to initiate discussions and to facilitate workshops that use a philosophical inquiry process to debate and reflect on the topics of morals, ethics and innovations that can advance audit in the 21st century. In actively engaging

students and academia in this debate, we aim to challenge current thinking and perspectives, and instead inspire new ideas by introducing students and future auditors to contemporary challenges facing the professions.

In discussions with students, we aim to crowd-source and analyse the set of competencies, skills, qualities and values, essential for accounting students and future auditors in the 21st century. This will further help us understand what strategic (institutional level) and behavioural changes (individual perceptions and abilities) should take place and how we can support their development.

**We invite you to a discussion
about the future of the
profession**

**for more information, please
visit www.AuditFutures.org**





OUR VISION

AuditFutures aims to inspire a global discussion about the 21st century role of the profession and to prototype innovations in audit for a better society.

The second half of the 20th century was remarkable for the sheer number of individual entrepreneurs, thinkers and leaders. The first decade of the 21st century marked the birth of new social movements, new organisational dynamics and new ways for people to connect and work together. This new paradigm of social organisation will welcome modern networks of professionals – dynamic, open, responsible and progressive.

AuditFutures aims at repurposing the role of the audit and accounting professions for 21st century society. We want to look beyond marginal and incremental changes in audit, mandated by the business and regulatory

landscape. If audit has an aspiration to serve society and remain relevant to the public interest, it has to engage with a greater range of stakeholders and invite critical thinking and constructive debate.

We hope to become a catalyst for change and to inspire the profession to take responsibility in determining its own fate by leading the discussion on the future of our society. By working across the audit and accounting professions at international level, we are building programmes to help and enable innovative thinkers and ‘tempered radicals’ to develop thinking and ideas on the future of audit.

A fundamental aspect of our work is to invite diverse and divergent perspectives to the debate. No single organisation can tackle the wider systemic issues that we are facing today, so this is why we are working by building partnerships and collaborations. We believe that engaging in diverse views will stimulate the debate beyond our comfort zone and

generate innovative ideas and creative solutions.

We focus on thought-leading ideas that have the potential to drive systemic effect and develop solutions for wider impact. By taking an action research approach, we are creating a community of practice to improve the way we work on specific issues.

Our objectives:

- Convene and build a diverse community of leaders from the accounting profession and civil society
- Prototype and develop systemic solutions that inspire cultural change
- Develop thought-leadership and influence the debate
- Design a vision for the future of audit in 21st century society

Our Principles

- Create a safe and creative environment where good ideas could flourish and collaborative relationships prosper
- Develop bottom-up, transparent and highly participatory processes, driven by enthusiasm and commitment from a diverse community
- Promote a holistic view of the profession and ensure open enquiry to understand the sources of the problems and develop systemic solutions
- Focus on inspiring and game-changing innovations and less on incremental improvements

We invite you to a conversation worth having.



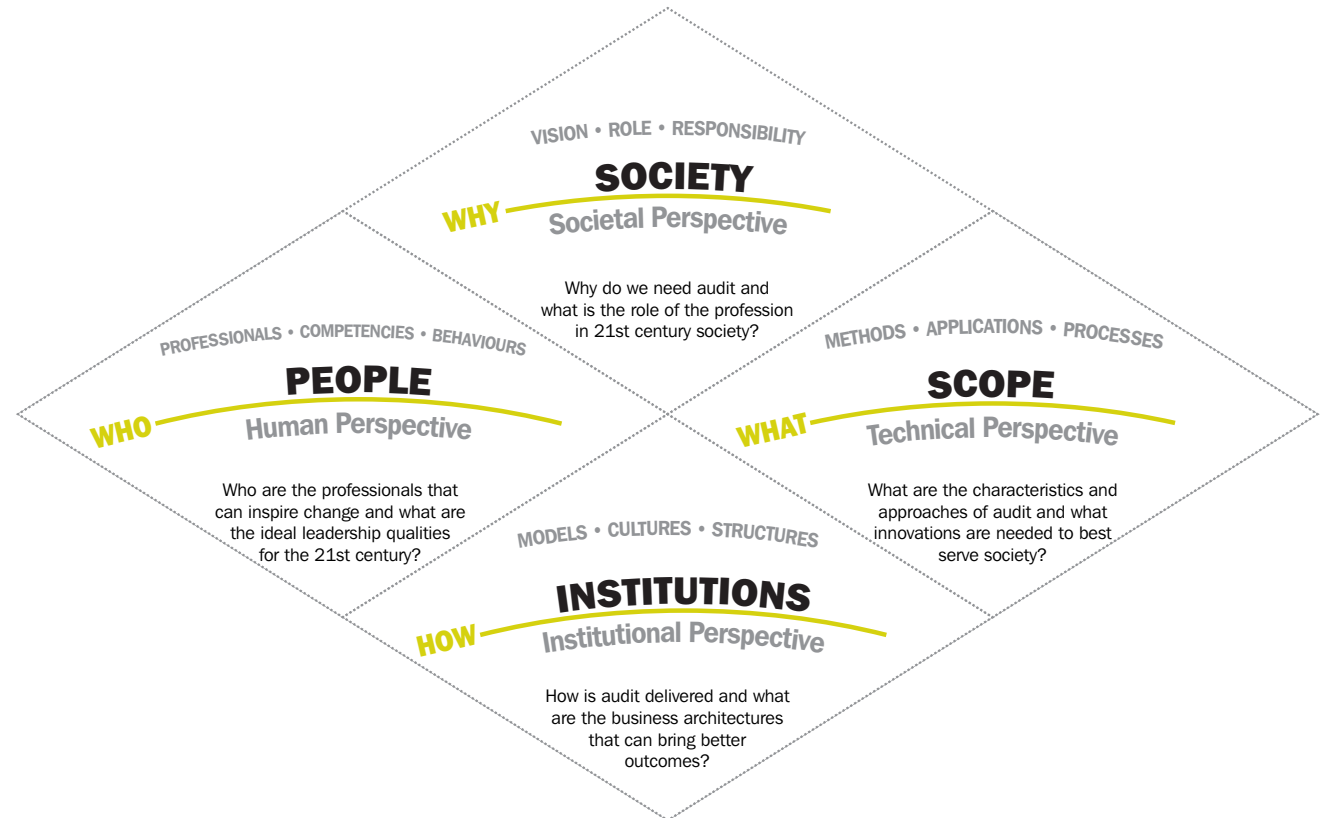
OUR APPROACH

How do we inspire the profession?

In most 'groundhog-day' discussions of the past, the profession has looked at individual areas without considering others. We have to review all aspects of our work and understand that they are not static but are dynamic, interdependent. Through open inquiry and action research, we have identified four essential areas, which enable a comprehensive analysis of the existing profession and further provide us with key areas where we should focus our work. With the insights from the working groups of two AuditFutures assemblies and well over a hundred in-depth interviews and consultations, we have distilled our collective insights into four coherent areas of innovation that we believe are needed to drive systemic change within a profession:

This model defines four dimensions: societal, institutional, technical and human. Our theory of change is that in order for real progress to be made, we need to be able to pause, step back and reflect on all four areas all together

in order to go forward. We must also reorient our collective thinking; it needs to be more joined up, multi-layered and multi-dimensional.



Society

Audit should be viewed in the wider social context, considering its function and higher role within society, today and tomorrow. We want to take this conversation above what is legally required from audit and beyond the minor incremental changes in audit and assurance standards. It is very important to look at new areas, consider future scenarios and bring new voices that provoke a more intellectually stimulating social debate.

Scope

There is a real challenge to the relevance of audit in a world of growing information complexity, where financial data could only provide a very limited view of business. There is a growing need to develop solutions for assurance on a diverse range of information and to make audit open to methods like crowd-sourcing and distributed data analytics.

Institutions

In the search for institutional changes that will enable us to do audit better, we have to re-evaluate the function and governance of the profession: the structure of the firms and markets, the policy process and our regulatory framework. There is a need to move away from old cyclical arguments into new engaging discussions that actively question and prototype solutions.

People

Audit is a people-driven economy and a key area of our work focuses on inspiring a socially minded professional culture. We want to explore the new competencies and qualities needed for a modern profession and to engage students, young professionals and leaders in designing the future of the profession.





WHAT PROGRAMMES ARE WE WORKING ON?

The aim of AuditFutures is to construct a holistic view and a systemic approach to rethinking the profession. We are currently working on a number of interlocking levels to encompass the whole system – through action research, thought-leadership, and practical engagement on the ground.

Enlightening professions: a vision for audit and a better society

In order to continue to be relevant, the profession has to take responsibility in determining its fate and to proactively engage with the public that we aspire to serve. In partnership with the RSA, the UK's leading multi-disciplinary think-tank for social progress, we are developing a thought-leadership project on the future of audit. This ambitious engagement with the wider society aims to redefine the role of the profession

within the modern context of the public interest and to formulate a vision for the highest aspirations of audit in the 21st century.

GameChangers Network

If we want to accelerate the capacity for innovation within the profession, we need to mobilise and connect “game-changers” from different organisations. We have built a structured programme that allows peers from different firms to build and implement innovations together. Such an entrepreneurial network will not only inspire positive discussions in the accounting firms but will also lead the public to regain trust in audit and assurance.

AuditFutures University

To attract a diverse group of individuals and inspire the next generation of professionals, we need to capture the imagination of students by actively engaging them in debates about their profession. We are hosting annual workshops that build bridges between academia and practice, through interactive and in-depth discussions that tackle topical issues and core philosophical questions important for the evolution of audit.

Designing the future

To innovate and transform the profession for the 21st century, we need design-thinking that embodies empathy, bold experiments and collaboration. In partnership with the Royal College of the Arts, we are undertaking a co-

creation process that uses new ways of seeing, new ways of thinking, and new ways of asking questions to unlock opportunities for the profession to gain public confidence and deliver trust in society. We aim to build designer-led teams, which include professionals and students, to develop radical and innovative solutions.

Professionals XXI

To capture the enthusiasm of trainee chartered accountants, we are developing programmes that will engage peers in discussing the role of auditing and accountancy within society. In partnership with accounting firms, we are organising workshops for junior professionals to discuss topical issues and to inspire them to take an active role in driving the profession forward.



AuditFutures is a thought-leadership programme of ICAEW, run in partnership with the Finance Innovation Lab



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.

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The Finance Innovation Lab is an incubator for positive change in the financial system. Co-convened by ICAEW and WWF-UK and launched in 2008, the Lab aims to create a financial system that works for people and for the planet. We build communities of innovators and advocates who are creating a better financial system, help them grow as leaders and scale their work through a series of incubator programmes. AuditFutures is one of them.

www.TheFinanceLab.org