



International Accounting
Education
Standards Board

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Committee: International Accounting Education Standards Board (IAESB)
Meeting Location: IFAC Headquarters, New York, USA
Meeting Date: July 11 – 12, 2018
SUBJECT: **Stakeholder Engagement & Communications Working Group – Issues Paper (7/18)**

INTRODUCTION

1. The objective of this paper is to:
 - Update the IAESB on the activities of the IAESB Stakeholder Engagement & Communications Working Group (SECWG) since the last Board meeting in April 2018.
 - Provide a progress update on recent amendments and development of the draft IAESB Engagement & Communications Plan (the “Plan”).
 - Obtain input on the SECWG’s prioritization model to help determine future areas of Stakeholder Engagement & Communications resourcing.
 - Outline the next steps toward finalization of the Plan.
2. Related to this Issues Paper are the following agenda items:

Agenda Item 6-1	Stakeholder Engagement & Communications Working Group – Issues Paper (7/18)
Agenda Item 6-2	Updated Draft Engagement & Communications Plan (7/18)
Agenda Item 6-3	An Approach to IAESB Stakeholder Engagement & Communications Prioritization (7/18)

3. Members of the SECWG are:

<ul style="list-style-type: none"> • Greg Owens (Chair) • Sarah Jakubowski (Secretary) • Rachel Banfield • Keryn Chalmers 	<ul style="list-style-type: none"> • Sidharta Utama • Suzie Webb • Robert Zwane • David McPeak (in attendance)
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BACKGROUND

4. Stakeholder Engagement and Communications (SE&C) has been identified as a key area of focus to help support the Board's work as part of the 2017-2021 Strategy and 2017-2018 Work Plan.
5. The SECWG was formed in 2016 during which time various stakeholder research and outreach activities were completed in order to help develop a list of planned activities and resources that would be required to help support the Board's work.
6. Various activities have been completed or are currently in development by the SECWG (see **Appendix A**). The main focus of recent SECWG activity has been development of the Plan.
7. Following earlier 2018 meetings with the Communications Team¹, a request from the IAESB Chair and further support during the IAESB and IAESB CAG meetings in April 2018, the SECWG has been working, in partnership with the Communications Team, to develop an Engagement and Communications Plan (ECP). The ECP is designed to bring together all scheduled SE&C activities into a single document. This will help:
 - Support and drive the IAESB's planned activities as part of the existing Work Plan for 2017-2018 and upcoming 2019-2021 Work Plan periods.
 - Identify additional areas of resources required from the IAESB, IAESB Staff or Communications Team.
 - Determine the relative priority of various suggested SE&C activities, taking into account upcoming Task Force / Working Group needs.
 - Map the planned activities against the IAESB's ECP Objectives.

RECENT SECWG ACTIVITIES

8. In the period since April 2018, the SECWG met 3 times via online meetings and additional ad hoc meetings were also held with Task Forces, Working Groups and IFAC (specifically the Communications Team).
9. Matters discussed and worked on by the SECWG, in the 2-months since April 2018, have included:
 - Development and review of:
 - i. The new Accounting Education Resources webpage (designed to host Accounting Education Insights, Personal Perspectives and links to Implementation Support materials).
 - ii. June edition of eNews (based mainly on Kenya meeting and associated activities).
 - Initial development of guidance to support use of online surveys by the IAESB.

¹ Reference to 'Communications' or 'Communications Team' refers to the team based out of IFAC HQ which provides support to all the standard setting boards.

- Review of ongoing Personal Perspectives and Accounting Education Insights.
 - Liaison with IAESB Staff (David McPeak) and Megan Hartman (Senior Manager, Communications Team) on various engagement & communications activities.
 - Provision of input to various IAESB Task Forces and Working Groups to help advise on specific SE&C activities.
 - Ongoing work on the update ECP (to incorporate feedback from IAESB CAG, IAESB, IAESB Steering Committee and Communications Team) which is the main subject of this Issues Paper.
10. For a full listing of current and planned activities, see **Appendix A** which shows the current ongoing status of SECWG activities.

ONGOING DEVELOPMENT OF AN IAESB ENGAGEMENT & COMMUNICATIONS PLAN

11. At the April IAESB meeting, the Stakeholder Engagement & Communications Working Group (SECWG) presented an initial draft of the ECP, which focused primarily on the **Objectives** and **Audience** sections. The SECWG has updated these sections based on feedback received from the IAESB and the IAESB CAG. A copy of the updated version of the ECP is provided as **Agenda Item 6-2**.
12. An in-person meeting was held with the Communications team² in New York (May 16th) to reflect on the feedback from the April meetings and to decide on next steps. During the discussion, it was agreed that prior to creating the Key Messages and Key Topics sections of the ECP, the SECWG (and ultimately the IAESB) would need to outline some form of prioritization approach in order to determine the relative planned investment in SE&C activities for the next 12 months and beyond.
13. Following discussion with the SECWG, it was agreed that adopting this type of an approach would enable the IAESB to determine:
- The relative engagement & communications priorities of various projects, activities and IAESB themes over the coming months/years and the SE&C investment that should be allocated to each;
 - Provide a 'reality-check' on demands for SE&C investment as well as a more objective approach to resource-allocation; and
 - Enable the identification of Key Messages³ (of which there would be 3-4 per ECP period).

² Attended by Megan Hartman, Tony Mirenda, David McPeak, Sarah Jakubowski and Greg Owens.

³ Per Communications Team advice - *a key message is an external strong statement about an organization's beliefs or a strong statement about a particular issue about which the organization takes a stand* (for example, the importance of CPD, need for skills to be updated in response to changes in ICT, etc). *In other words,*

14. The SECWG held a call on May 22nd to have a preliminary discussion about the potential criteria that could be used to help inform the ECP. Further calls to finalize a potential approach were held on June 12th and June 20th.
15. As a result of these discussions it was agreed that, prior to consulting individual Task Force/Working Group Chairs and Secretaries and the Board during the July 2018 meeting, the Steering Committee would be consulted for input via an Issues Paper. On balance, the feedback from the Steering Committee was generally supportive of adopting an approach to prioritization.
16. **Agenda Item 6-3** outlines the potential prioritization and heat map approach that is being recommended by the SECWG in order to identify and update the ECP on a regular basis; this approach has also been shared and discussed with the SECWG and Communications Team.
17. Another area that has been the subject of previous IAESB and IAESB CAG discussions has been that of potential measurement of the success of SE&C activities. While the IAESB can obtain some data (click-through rates, formal consultations) there may be other metrics or Key Performance Indicators (KPIs) that may be more helpful to measure SE&C activities. Following advice from the IAESB at the April 2018 meetings, a set of potential KPIs linked to revised Objectives has been included in the draft of the Plan (**Agenda Item 6-2**). As the ECP is finalized and the Key Messages/Key Topics identified and included in the ECP, the KPIs will be identified accordingly (and after input from Task Force/Working Group Chairs and the Steering Committee).
18. Finally, during June SECWG discussions it was agreed that the IAESB should consider a potential process for maintenance of the ECP (i.e. to ensure sustainability of the ECP for future periods as needs arise/change and to map roles and responsibilities). Such a process including the various roles and responsibilities has been outlined in the final section of the ECP (**Agenda Item 6-2**).

information that you want your audience to know about the Board or information that you want your audience to take away after engaging with them. This should preferably be a limited set of messages that can be targeted to various types of audiences.

PROPOSED MILESTONES AND TIMELINE FOR FINALIZATION OF THE ECP

19. The proposed milestones and expected completion dates are presented below:

#	Milestones	Completion Dates
1	Provide latest version fo the ECP and develop an approach to prioritizationl	July 2018
2	Update the model based on IAESB / Steering Committee feedback	July 2018
3	Liaise with Task Force and Working Group Chairs to identify Key Messages / Key Topics for 2018/19	Aug-Sept 2018
4	Perform heat mapping exercise and make recommendations to the Steering Committee for overall SE&C priorities	
5	Update ECP for Key Messages and Key Topics and include a Timeline section	
6	Present updated ECP at the IAESB CAG meeting and an update on recent SECWG activities	Sept 2018
7	Update ECP / consider approach following IAESB CAG advice	Sept-Oct 2018
8	SECWG performs final review of the ECP prior to sharing updated version for approval by the Steering Committee and distribution within the IAESB	Oct 2018
9	ECP is implemented after Oct 2018 meeting	Nov 2018

Questions:

- A. Does the IAESB support the latest set of changes that have been made to the draft version of the Engagement and Communications Plan (ECP) in the period since April 2018 (see Agenda Item 6-2)?
- B. Based on the prioritization model outlined in Agenda Item 6-3, does the IAESB have any suggested refinements or amendments to help improve the approach to prioritization?
- C. In order to make the ECP sustainable, the SECWG has outlined a potential workflow for ongoing input and updates to the ECP (see final section, Agenda Item 6-2). Does the IAESB have any further suggestions or comments to assist in finalization of the workflow?
- D. What is the IAESB’s feedback on the planned milestones and timeline for finalization of the formal IAESB ECP?

PROPOSED WAY FORWARD

20. Subject to input provided by the IAESB during the July 2018 meeting the SECWG will revise, as necessary, the planned approach for finalization of the ECP and will modify the timeline accordingly with an expectation of preparing a final version of the ECP for the October 2018 Board meeting.

Appendix A – SECWG Status Planning Document (at June 2018)

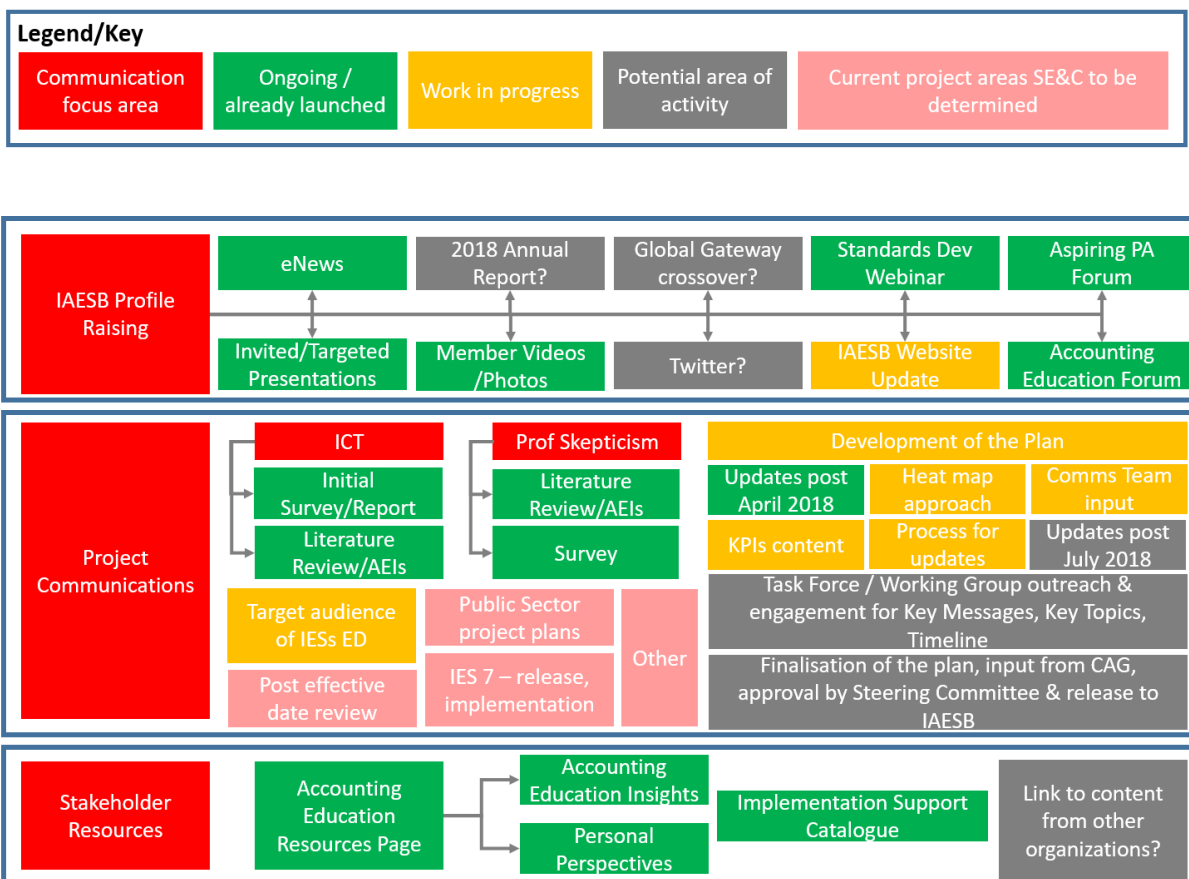
IAESB Stakeholder Engagement & Communications – Status Planning Document (June 2018)

Purpose

This is an initial planning document designed to show the planned IAESB engagement & communications focus areas for 2018/2019 (shown in red) along with individual tasks. This also includes: ongoing/launched activities (green), in progress activities (yellow), suggested (but not started) activities (grey), and likely project areas in 2018/2019 period requiring communications/further engagement (pink).

In putting together this document we have taken into account input obtained from the Chair (Chris Austin), discussions within the SEC Working Group as well as previous IAESB & CAG comments on SECWG Issues Papers (April 2016, Nov 2017, April 2018). There has also been ongoing consultation with the Communications Team (based at IFAC).

A larger piece of work regarding activities to support the major projects (shown in pink) scheduled to occur in 2018/2019 will be included after consultation with relevant Task Forces/Working Groups in the Aug-Sept 2018 period in the run up to finalization of the Plan (Oct/Nov 2018).



Development of IAESB Resources to Support Communications & Engagement			
Ambassador Toolkit	Comms Grid	Broadcasting live Board meetings?	Improve Online ability to Work as a Board
Survey Guidance	Templates (PP, AEI)	Other Board/IFAC insights?	Additional Communications Team Resources to support communication efforts?
Process Documents – PP/AEIs	Stakeholder Database	Initial and regular catch-ups with IFAC Communications team	Potential analysis tools to support task forces (heat maps, etc)?

What KPIs do we need?		
Access to 'hits'/ click-through metrics via online platforms?	Formal and Informal responses to exposure, consultations, etc?	Any other suggestions?
Volume/type of engagement – presentations, webinars, outreach by Task Forces?	Track, discuss or survey usage of recent innovations?	