

Board Retreat - draft agenda

1. Introduction

This paper is to keep all members informed of the Board Retreat scheduled for 10-12 July 2023. The discussions to follow at agenda items 4.2 and 4.3 will assist the Board in their deliberations at the Retreat.

2. Background

The last Board Retreat was held in July 2018, which gave rise to CAPA's *Strategic Plan – Towards 2025*. The strategic plan was formally reviewed for ongoing relevance in the intervening period. After five years, it is timely to carefully consider CAPA's strategy for the next few years.

3. Commentary

All Board members, with the exception of CPA Canada, will meet for 3 days in Kuala Lumpur. Directors will explore the changing landscapes, the evolution of the accountancy profession, and emerging risks and opportunities.

The last five years has witnessed significant changes impacting the profession, and also in how we operate, including:

- Technological advancements and digitalisation
- Enhanced focus on ethical behaviour and the public interest
- Rapid focus on sustainability reporting and assurance
- Climate change awareness, and the impact on international travel

These changes, and more, impact the attractiveness of the profession. It will be important to address the risks and to take advantage of opportunities.

CAPA is prepared for change, whether that be in our areas of focus or in how we operate. The recent addition of two new Executive Directors, with wide experience, provides an opportunity to do more than we have in recent years. However, with our limited resources, there remains a need to prioritise and make smart decisions regarding how we can make the greatest impact.

Various topics are planned for discussion that may impact on future strategy. The draft 3-day agenda for the Board Retreat is included as **Attachment A** for your information.

Discussions at the last Board meeting reconfirmed that the Retreat should allow sufficient time to reflect on all matters. Accordingly, Secretariat presentations will be kept to a minimum, largely focused on the provision of background information. The allocated timing is therefore a guesstimate, and it is anticipated discussions will flow into the third day. The Board will convene a formal meeting on the third day to address any governance responsibilities and matters requiring formal decision.

4. Action Required

For noting.

Attachment A

Draft Board Retreat and Meeting Agendas – July 2023

<i>Allocated time</i>	[DAY 1] Board Retreat
1 hour	Scene-setting – introductions, agenda, expectations
1 hour	Situational Analysis - internal , including: <ul style="list-style-type: none"> existing strategy risk register resources – financial and people
1 hour	Situational Analysis, external , including: <ul style="list-style-type: none"> Developments in the profession IFAC strategy IFAC Network Partners (INPs) in Asia Pacific
1.5 hour	Member Expectations – survey responses; IFAC Mumbai survey
1.5 hour	Exercise: SWOT analysis – internal (CAPA) and external (the Profession)
1 hour	Day 1 closing discussions: The role of CAPA – expectations and desired impact
<i>Allocated time</i>	[DAY 2] Board Retreat
1.5 hour	Small Group Discussions - Key questions: <ul style="list-style-type: none"> Should we stop doing anything? Should we significantly change anything we are doing, or how we do it? What do we need to start or do more of?
1 hour	CE succession planning
1.5 hour	Feedback from Small Group Discussions
2.5 hour	Deliberations: <ul style="list-style-type: none"> The CAPA region Working with other INPs The Future of the CAPA Conference The Future of the Maturity Model
1 hour	Reflections and Next steps
<i>Allocated time</i>	[DAY 3] Board Retreat and Meeting
<i>Retreat</i>	Ongoing discussion as required
<i>Meeting</i>	Minutes and Actions Arising Q2 Management Accounts Membership Fees – outcome of periodic review Board Retreat – agreement on actions arising