

OUR STRATEGIC PERFORMANCE

In 2011-12, we have made the following progress towards delivering our strategy to 2015:

Our 2015 strategic objective	How we measure this	The target we set ourselves for 2011-12	What was delivered in 2011-12	The target we've set ourselves for 2012-13
To be the leading global professional accountancy body in reputation, influence and size	Number of members	154,700	Not achieved: we had 154,337 members at 31.03.12.	To have 162,015 members
To have sustainable growth	Gross operating surplus	£15.83M	Achieved: £20.147M	£11.92M
To have accountancy qualifications that are required by employers	% of members retained	98.3%	Achieved: 98.5%	98.5%
To lead and shape the agenda of the profession	% employers who consider that ACCA's public positions on the agenda of the profession promote public value	47%	Achieved: 53.7%	57.7%
Global recognition of the ACCA brand	Market share	ACCA in the top three bodies by size in 60 markets	Achieved: ACCA in the top three bodies in 61 markets	To increase our global market share amongst key internationally-active professional accountancy bodies to at least 37.9%
To recruit and retain our membership base	Number of ACCA Qualification students	363,350	Achieved: we had 368,145 ACCA Qualification students at 31.03.12.	To have 380,000 ACCA Qualification students
Customer-focused delivery of products and services	% of our Service Delivery Service Level Agreements we've met	69% of SLAs met	Achieved: 71% of SLAs met	80% of SLAs met
Development of relevant products, services and brand	Student and member satisfaction	75.5% to 78.0% of students and members satisfied with ACCA	Achieved: 77.2%	79% satisfaction
People with the knowledge and skills required to deliver our strategy	Best Companies Employee engagement index	640 out of 1,000 on the index	Not achieved: 635.9	660 out of 1,000 (a one star organisation on the Best Companies Employee Survey index)
Having a technology-enabled, integrated and efficient global infrastructure	% of our IT Service Level Agreements we've met	74% of SLAs met	Achieved: 84% of SLAs met	80% of SLAs met
Being an aligned organisation	% of employees who understand their contribution to ACCA's strategy	84%	Not achieved: 81%	84%
Knowledge of markets and stakeholder needs	% of employees who believe they have the stakeholder information they need	69%	Not achieved: 64%	67%