



Chartered  
Insurance  
Institute

# Alan Vallance

Chief Executive, CII Group

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Standards. Professionalism. Trust.

# Strategic Plan 2023-2027



# Mission statement



“ *The overarching purpose of the Institute is to educate and support our members to deliver services to the highest professional standards and to advocate for the public good. By doing this the Institute builds and maintains public trust in the insurance, financial planning and mortgage advice professions.*



# Strategic themes



## **Our six strategic themes**

- 1. Excellent Member Experience**
- 2. Highest Professional Standards**
- 3. Sector Thought Leadership**
- 4. World-Class Learning**
- 5. Digital First**
- 6. Sustainable Institute**

theme 1

## Excellent Member Experience



- “** *Building on the findings of our ‘Shaping The Future Together’ consultation in 2021/22, we will put members’ needs to the fore.*
- We will enable members to connect with each other in physical and digital communities, not only locally but nationally and internationally as part of our global community.*
- We will partner with our members on their lifetime career journey as professionals and provide them with the right services and support as and when they need it.*
- We will establish a new arrangement with the 55 Local Insurance Institutes across the UK to refresh our relationship with our volunteer networks, creating vibrant local, regional and national connections amongst our member communities.*

# 2023 – Excellent Member Experience

1. Significant engagement work with GI and PFS members and non-members through events and member activities...
2. ...including increased connectivity between CII Group Board and Local Institutes – visits up and down the country
3. Volunteer Network conference was a huge success with LI and PFS Council reps brought together for the first time
4. Realigning Partnership Consultation completed earlier this summer - 90% response rate
5. Refreshed our other volunteer networks – GI Societies are now professional communities; PFS Councils are looking at a new delivery model for activities; and we will be restructuring our International Goodwill Ambassador initiative
6. Regular 'welcome to membership' webinars will start in October
7. Comprehensive membership review to begin in Q4





theme 2

## Highest Professional Standards



**“ We will set and uphold the highest professional standards relevant to insurance and financial planning, providing the ongoing knowledge required for our members to be able to confidently meet those standards and serve their clients.**

**We will showcase excellence across our sectors, and champion the good practice that exists within our member communities.**

**We will hold those who do not meet expected professional standards to account to maintain public and member trust, spotlighting conduct which does not meet the exacting standards we have set.**

**Our professional standards will continue to be seen as world-class and we will play the lead role in developing and setting global practice standards for our sectors, directly and in collaboration with our 31 International Affiliated Institutes.**

# 2023 – Highest Professional Standards

1. Chartered Perception metric is at 77% - the public and SMEs want to use Chartered firms...
2. ...the survey on which this is based is due for review and will form part of a wider review of our corporate Chartered proposition to ensure we are delivering for our members and their customers
3. Published Green Finance Companion Guide to complement Code of Ethics – more of these to come
4. We will be reviewing our professional standards framework for firms & individuals to ensure it continues to set the bar for members





theme 3  
**Sector  
Thought  
Leadership**



- “ We will be a much bolder voice for the public and for our members and increase our advocacy activities accordingly.**
- We will play a greater direct role in influencing relevant legislation and policy decisions by Government, while continuing to collaborate with others within our sectors to effect change.**
- We will build the Institute’s broad brand recognition within our sectors and beyond.**
- We will become a commentator of choice on professional matters in insurance, financial planning, and mortgage advice.**
- We will be known as the thought leader for our sectors, drawing on the expertise of our members to develop cutting-edge knowledge on professional matters and partnering with innovators to showcase the future for insurance and financial planning.**

# 2023 – Sector Thought Leadership

1. Raising visibility of our Public Trust Index - published new graphics and press released latest numbers
2. Conducted 4 All Party Parliamentary Group meetings so far this year to help inform MPs, and we've reaffirmed our relationship with the regulator
3. We've adopted an enhanced approach to policy development and delivery within the organisation, as we seek greater influence across the professions we serve



**CII Public Trust Index**  
Consumer satisfaction, by policy type  
July 2023



Source: Chartered Insurance Institute  
Public Trust Index, July 2023

The latest data (July 2023) show that public trust in travel insurance reached a series high this summer.



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## theme 4

# World-Class Learning



**“ We will partner with our members on a life-long career journey in their chosen area of expertise, offering them the right professional development and qualifications. We will deliver learning and assessment in ways our members require and at times they are needed.**

***It is incumbent upon the Institute to offer the best learning for all practitioners to ensure the highest level of professional advice and the highest quality of products and services are available to the public, improving public trust in the insurance, financial planning and mortgage sectors.***



# 2023 – World-Class Learning

1. New learner numbers currently 9% above 2022 level
2. Membership via Professional Experience pilot under way – we understand there has been some concern about this initiative and we are working carefully through our approach
3. Launched new virtual work experience and apprenticeship awards to attract and support next generation
4. Re-thinking approach to T-Levels to raise awareness among colleges



theme 5  
**Digital  
First**



**“** *We will embrace technology and adopt a ‘digital first’ approach. Our members operate throughout the UK and around the world, often working across jurisdictions.*

*We aim to provide them with digital access to all of the services they need ‘Anytime, Anywhere’. We will use data to develop greater member insight and technology to personalise member services as never before.*

# 2023 – Digital First

1. New Customer Relationship Management platform launched in March
2. IT service availability has improved dramatically with calls dropping by 3,000 contacts per month, and sharp rise in our customer service call satisfaction score
3. Cyber Essentials Plus being pursued to give even greater reassurance to members about the security of their data





## theme 6

# Sustainable Institute



- “** *We will return the CII operating entity from a loss in 2022 to a surplus in 2023 and rebuild the Institute’s cash reserves over the longer term. In 2023 we will resolve the outstanding IT and operational challenges which emerged during the COVID-19 pandemic.*
- We will increase the Institute’s membership base by promoting the value of membership and introduce new products and services that extend our sector reach and appeal in areas such as personal lines.*
- We will also expand our international reach and, if appropriate, our physical footprint.*
- We will review and update as necessary the governance framework across the Institute, ensuring that good governance is in place.*
- We will be a diverse and inclusive organisation serving as a role model to our members and sectors.*
- We will ensure that the Institute’s structure is the right one to deliver on this Plan and we will allocate our resources according to the strategic priorities we have set.*
- We will reconfigure or relocate our workspace as appropriate to create a long-term home for the Institute which is accessible to members and a net carbon zero workplace for the future.*

# 2023 – Sustainable Institute

1. Group governance more settled after a challenging start to the year
2. Financial position improving
3. Focus on establishing diversity & inclusion targets, working practices and thinking through our office needs for the future





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# Thank-you

