



The Chartered Institute of Legal Executives (CILEX)

Consultation: CILEX Strategy 2027 - 2031

May 2026

Introduction

- 0.1. We are pleased to consult members on CILEX's proposed 2027 corporate strategy. Our activity has remained aligned to the four strategic pillars of the previous strategy¹ and there were many successes² achieved as a result, but it is now time to develop a new strategy that will propel CILEX forward for the next five years.
- 0.2. Reflecting on CILEX's proud 75-year history, it is clear that the organisation has continued to evolve its products and services for members, but this has often been incremental or additive change, which, while in themselves positive steps, when accumulated have led to a system which is more complex than necessary and in some instances actively confusing. Running throughout the plans we have for CILEX over the next 5 years is a commitment to drive out unnecessary complexity and to simplify and streamline how we operate wherever possible.
- 0.3. The strategy seeks to set out an ambitious and sustainable future for CILEX, with members at its heart. With most of our Board and Senior Leadership Team new in post since the last strategy; it provides a new focus and direction for the organisation. Sector leadership amongst our key stakeholders has also changed with the leadership changing at the Legal Services Board (LSB), Solicitors Regulation Authority (SRA), Bar Council, Bar Standards Board (BSB) and Law Society during the lifetime of our previous strategy. We have also had a change of government.
- 0.4. Major developments in the sector, for example the collapse of Axiom Ince and SSB Law Group, the Mazur judgment; the ongoing moves towards digital transformation and the use of AI, mergers between firms and key legislative and regulatory changes provide an important backdrop to this strategy.
- 0.5. Legal services remain a major contributor to the UK economy and were worth £43.3 billion in 2022, contributing £9 billion in exports and 2.5% of total UK business services exports in 2023. CILEX has a major role to play in contributing to that value and will therefore need to ensure that it remains relevant in the future and has a clear strategic direction that will deliver value to members, while also acting in the public interest.

¹ (i) Make Justice Better. (ii) Make Ourselves Better. (iii) Make Work Better. (iv) Proud of CILEX

² Such as legislative changes enabling CILEX member to apply for an increased number of judicial appointments, to become Crown Prosecutors, to gain higher rights of audience, to certify copies of powers of attorney; commitment to open up Duty Lawyer roles to CILEX members; opening up access to lender panels in 52% of the lender market; increased funding levels for CILEX apprenticeships; the launch of the CILEX Professional Qualification (CPQ).

- 0.6. This paper outlines the process and rationale for CILEX's strategy development process, discusses each of the drafts of the 4 main strategic goals that emerge from it (and the headline plans below them), the proposed delivery mechanism to seek views, and perspectives on each to crystallise them.

1. Process & Rationale

- 1.1. CILEX recognises that change in the legal sector moves at speed and drives the need for a new strategy that can respond to those changes, ensuring that CILEX remains fit for the future. The successes we have achieved over the last few years have been hard won and were delivered against a challenging backdrop which included the COVID pandemic, the associated shift in working practices to more remote and hybrid working, government funding challenges and general economic volatility, mental health challenges and burn-out in the sector, justice system backlogs, and increased regulatory scrutiny, particularly around Anti-Money laundering.
- 1.2. CILEX is determined to build on previous successes but also ensure that the strategy for the next 5 years is built on firm foundations and remains member focused. As a result, we have sought to maximise both internal and external views, and that these perspectives are as broad as possible, including from our entire staff team, our internal governance structure and as many of our members and external stakeholders as possible.
- 1.3. Our strategy development process considered eight strategic themes. This was consciously not based on the existing CILEX organisational structure, but to intentionally consider strategic issues at a high level and business-wide rather than narrowly departmental. The 8 strategic themes were:
 - i. Growth
 - ii. Regulation
 - iii. Membership
 - iv. Education
 - v. Profile
 - vi. Culture and EDI
 - vii. Transforming CILEX
 - viii. Charitable functions
- 1.4. Bilateral meetings were held with all staff in relation to each theme. These sessions were complemented by a series of surveys, shared ahead of the bilateral meetings.
- 1.5. We held a Member Webinar to capture initial member views which complemented sessions with our Professional Board, the part of our governance structure responsible for feeding in member perspectives. Our main Board has also engaged in sessions to ensure accountability and steer the development process, as well as discussing some of the big strategic questions arising from

the engagement process.

- 1.6. All the inputs were analysed for recurring issues and themes to inform new Purpose, Vision and Mission Statements for CILEX, as well as the content and prioritisation of our emerging strategic objectives.
- 1.7. The Purpose, Vision and Mission Statements are:
 - **Purpose:** Inspire our growing membership to serve the public, uphold justice and support the rule of law, leading positive sector change.
 - **Vision:** To lead, advocate and support the most diverse, highly trained, specialist lawyers delivering best quality and value services enabling access to justice for all, in the public interest.
 - **Mission:** Championing our flexible, high quality, qualifications to enable work-ready routes into law and a more inclusive legal sector culture.

Question 1: To what extent do you agree with our Purpose, Vision and Mission Statements?

- **Strongly agree**
 - **Agree**
 - **Neither agree nor disagree**
 - **Disagree**
 - **Strongly disagree**
- 1.8. In relation to the further analysis of inputs, this was distilled into 'The Four Big Strategic Goals' that CILEX needs to meet over the next 5 years:
 - i. Create a proud professional community.
 - ii. Drive change and elevate our profile.
 - iii. Provide excellent education for a growing profession.
 - iv. Build firm foundations for a sustainable future.

These are attached as Annex 1. Everything that CILEX does over the next 5 years must be tracked back to our Big Strategic Goals if we are to maintain the focus we need to be successful.

- 1.9. Beneath each Goal, there is a short summary of the key deliverables which CILEX is or will undertake to ensure achievement of those goals. Each Goal is considered in more detail in the 4 sections that follow, with a further section providing an indication of the likely delivery schedule.

- 1.10. This consultation exercise is intended to offer a further opportunity for members to consider CILEX's strategic plans for the next 5 years, as well as inviting our other major sector stakeholders to offer their input and perspectives.

2. Strategic Goal 1: Create a Proud Professional Community.

- 2.1. Members are our top priority. Everything we do has to align with educating and developing, supporting and guiding, and advocating for and enabling our members to achieve their career ambitions. This is good for members, both individually and for their businesses, but also good for the sector, regulatory objectives³ and the public interest.
- 2.2. Our initial strategy development work highlighted that, whilst there is a logical progression through our membership structure, aligned to qualification stages, there remains work to do to ensure clarity around grades, titles and practice rights, particularly following recent Privy Council charter changes. Titles need to consistently and transparently signal regulatory authorisation, to aid understanding among members, employers and the public.
- 2.3. Operationally, the member experience can also be improved. Processes need to be seamless not fragmented, digital systems easy to navigate, and complex enquiries routed appropriately to customer service teams. Members must be able to identify benefits, understand processes and receive timely, accurate responses from their regulator, which is currently not always the case. Despite these challenges, staff engagement shows a strong shared commitment to improving clarity, service quality and collaboration across the organisation.
- 2.4. Part of this goal will deliver a compelling core offer to all members, while also offering a segmented range of offerings that meet members where they are in relation to career stage, area of practice, seniority and interests. This recognises the need to bring clarity and timeliness to associated processes, such as accessing practice rights where needed and attaining the right qualifications which align logically and clearly with the right member grade or title.
- 2.5. To achieve this, we will continue to work closely with our regulator to ensure this work dovetails with regulatory requirements, bringing assurance to members and their firms that, particularly post-Mazur, processes are optimised, clear and

³ (i) Protecting and promoting the public interest. (ii) supporting the constitutional principle of the rule of law. (iii) improving access to justice. (iv) protecting and promoting the interests of consumers. (v) promoting competition in the provision of services. (vi) encouraging and independent, strong, diverse and effective legal profession. (vii) increasing public understanding of the citizen's legal rights and duties. (viii) promoting and maintaining adherence to the professional principles. (ix) promoting the prevention and detection of economic crime.

compliant, enhancing their value.

- 2.6. Ongoing engagement with members is an important part of this goal. This will continue to extend to our policy development and advocacy work. We are grateful to the 12% of members who are already active members of our Specialist Reference Groups (SRGs), for their expert insight and advice derived from their lives in practice. We intend to build on those groups and create an SRG Development Plan with a view to enabling even greater member engagement and creating a collaborative environment in which members can tell us how to help them, and we can best focus on delivering changes to benefit them.
- 2.7. Conscious also of the uniqueness of our membership demographic as being one of the most diverse in the sector, we will ensure that we drive equitable experiences and inclusive practices which encourage diversity of thought and represent the wider society we serve, just as our members do. We will support our members from their diverse backgrounds, including through our charitable function, the CILEX Foundation.
- 2.8. CILEX is proud of the charitable work of its Foundation. It has been running in its current incarnation⁴ for several years, and, by focusing on offering scholarships and bursaries, has successfully enabled those either struggling to meet the related costs or from under-represented groups to access CILEX qualifications. However, broad engagement with the membership is sporadic and in 2026, the model of support changed to focus on a current 'live issue' in practice⁵ instead.
- 2.9. We believe that The Foundation has a good strategic fit with our proposed new strategic goals, but despite previous efforts to grow its reach and impact, and to attract charitable donations beyond those provided directly by CILEX, we have not been successful. Recognising the need to be agile in the deployment of our support services, CILEX is reflecting on the optimum way to support those of its members who are most in need and would most benefit from its charitable work. We would therefore welcome views on whether we should retain our charitable arm and if so, where should we focus its efforts (Question 3 below).
- 2.10. We will also enhance our understanding of our members' needs by underpinning this work in evidence and data, developing a digital plan which provides improved and more granular data about all aspects of our members' professional lives, and includes enhancement of all characteristics through greater focus in

⁴ It brought together the previous CILEX Benevolent Fund and Pro Bono Trust

⁵ Supporting those most adversely affected by the Mazur judgment decision at first instance acquire Practice Rights.

particular on our EDI data.

- 2.11. All of these initiatives will deliver an improved, consistently excellent member experience across all organisational touchpoints, and a simple, powerful and widely understood membership value proposition.

Question 2: What priority should be given to initiatives aimed at building a proud professional community? Please rank the following in order of priority.

- **Clarification in relation to membership grades, titles and regulatory requirements.**
- **Better clarity of processes such as accessing practice rights.**
- **Greater/more timely responsiveness to enquiries.**
- **Better opportunities to input into the development of CILEX policy.**
- **Improved data collection to better understand our community.**

Question 3: What form of charitable support should CILEX focus on in the future? Please select one of the following:

- **Scholarships and bursaries for those who need support to qualify as a CILEX Lawyer**
- **Welfare grants, similar to the previous benevolent fund approach**
- **Practice-focused support: identifying current issues affecting members in practice and adapting support to help them navigate these challenges**
- **None of the above**

Question 4: To what extent would you be willing to contribute to a future charity model through a voluntary annual contribution?

- **Not at all**
- **Yes, up to £10 a year**
- **Yes, up to £25 a year**
- **Other**

3. Strategic Goal 2: Drive change and elevate our profile.

- 3.1. CILEX knows that without a clear and confident external profile, CILEX's impact, influence and member value are restricted. Although CILEX already punches well above its weight in terms of the reach of its profile, improvement is still needed. While progress has been made in political/government engagement, qualification reform and social mobility advocacy, these achievements need to better sustain consistent and ongoing wider sector recognition.
- 3.2. Failure to address these issues risks continuing confusion amongst employers and the wider sector about CILEX's professional standing, qualifications, CPQ framework and associated practice rights. It also reinforces misconceptions about the status of CILEX members and the role they play within the legal profession. The aftermath of the Mazur judgment has further intensified these challenges, leading to increased scrutiny of members' professional standing, including in cases where individuals were unaffected by the original ruling.
- 3.3. External perceptions often conflate the respective roles of CILEX and CILEX Regulation, undermining clarity and trust. As part of driving positive sector change, CILEX will strengthen the clarity and consistency of its messaging to better demonstrate the value of its qualifications, services and standing within the legal sector, and to reinforce its position as a confident and authoritative voice representing specialist lawyers.

Regulation

- 3.4. Part of this goal will be delivered through greater clarity around CILEX's position on regulatory reform. For some time, CILEX has been exploring how legal regulation can evolve in the public interest and better serve consumers, legal professionals and firms operating within the legal services market. As part of this work, we explored moving away from our current regulator, CILEX Regulation Limited (CRL), in favour of regulation by the Solicitors Regulation Authority (SRA) as a potential route to achieving these objectives.
- 3.5. However, whilst we remain committed to that idea in principle, in practice that proposal was not universally supported by all key stakeholders and risked legal challenge. It is important that we work in partnership and achieve consensus with our stakeholders to ensure success and, although it was always envisaged that the new regulatory arrangements introduced by the Legal Services Act 2007 would evolve, the reality has been that the framework is untested and not

currently set up to enable such change.

- 3.6. While CILEX and the SRA had been in advanced discussions relating to the delegation of the regulation of CILEX members, in recent months both parties have come to the conclusion that change of this scale, at this point in time, would take both organisations away from their key priorities. CILEX remains committed to having its members regulated proportionately and effectively, reducing unnecessary duplication and operating at a cost that is sustainable for both consumers and the profession. As part of our new strategy, we will therefore pursue alternative routes to achieving our objectives, including continuing to work collaboratively with CRL, and the Legal Services Board (LSB) to develop options for delivering improvements to the present regulatory framework. This will be done in tandem with campaigning for changes to the Legal Services Act 2007, including to the Internal Governance Rules (IGRs), improving regulator performance.

'A Vision for Justice'

- 3.7. We will reinvigorate our Public Affairs Engagement Plans to promote a vision for justice, which will use evidence and data to achieve sector reform, identifying and removing remaining barriers to CILEX Lawyers' career trajectories. As part of this, we will build back and enhance key political, legal and regulatory relationships we hold so we can ensure messages resonate more effectively in the interests of our members and sector in general.

Thought Leadership

- 3.8. This will be supported by plans to maximise thought leadership opportunities and CILEX's place around the table at key events, fora and policy discussions. Messaging will be underpinned by a clear overarching brand strategy, communications narrative and framework which will enable us to articulate clearly the unique attributes of our members, including our key role in enabling social mobility within the sector.
- 3.9. This will be enhanced by our Digital Plan, through which we are already investing in the delivery of a new website and a platform that is better able to communicate with and deliver services to our members and the public.

Question 5: To what extent do you agree that it is important for CILEX to have a clearly defined profile as an organisation in the legal sector?

- **Strongly agree**
- **Agree**
- **Neither agree nor disagree**
- **Disagree**
- **Strongly disagree**

Question 6: To what extent do you agree that the respective roles and responsibilities between CILEX and CILEx Regulation could be clearer?

- **Strongly agree**
- **Agree**
- **Neither agree nor disagree**
- **Disagree**
- **Strongly disagree**

4. Strategic Goal 3: Provide excellent education for a growing profession

- 4.1. CILEX occupies a respected and distinctive position in the legal education market, a fully regulated, recognised route to becoming a lawyer, developing the skilled legal professionals that modern law demands. Our education offerings remain recognised as high-quality, practice-focused education products and have long been central to the CILEX route into law and to widening access to the legal profession. However, structural, operational and market changes always challenge the long-term resilience and visibility of CILEX's educational offer and require vigilance and strategic focus in order that they remain relevant, competitive, accessible and future-focused.
- 4.2. The need for a structured growth model, based on data-driven decision-making, digital-first delivery, diversified income streams and clearer KPI tracking is clear. CILEX will produce a Growth Plan informed by evidence and analysis of the current and future legal services workforce needs, member aspirations and market opportunities.
- 4.3. In common with our overall digital strategy, this will be supported by improved data tracking to better understand learner progression, improve the CILEX Learn and CILEX Law School Learner Hub and enhance and better understand the CPQ learner journey.
- 4.4. CILEX will also build on the unique strengths and position of the CILEX Law School (CLS); it is the leading distance-learning provider of the CPQ and apprenticeships. Planning priority will therefore be given to ensuring CLS and its systems and positioning are enhanced.
- 4.5. We will ensure that the market recognises the high-quality of our qualifications and as part of that related work (after 5 years of CPQs initial life which has created an established and rapidly growing qualification) CILEX will ensure the CPQ's continued relevance with the latest legal practice, that it evolves in line with feedback from employers and students, to maintain and grow its position in the market. Any amendments to CPQ, as well as the process of the development of any new CILEX products, will be undertaken with greater rigour, including market analysis of viability and the potential to operate internationally.
- 4.6. In relation to international plans, whilst there is significant potential in international markets, our more immediate focus will remain on strengthening our domestic position. Our Commercial Team will develop a plan to evaluate potential international expansion options, with recommendations in relation to

when expansion should take place.

- 4.7. CILEX and CLS will also continue to develop and deliver discrete activities to support CILEX members, including the Judicial Academy, to enhance CILEX's EDI offering and member development.
- 4.8. A core theme of education growth for the following five years will be: simplicity. This relates not only to CILEX products, membership offering, and cost structure, but also to the overall membership journey. CILEX will develop plans that will offer an excellent teaching and learning experience for students, in a cost-effective way, streamline the operating and delivery model through maximising existing platforms, consolidation of existing products as well as developing new ones, and ensuring this is within a context of better understanding of the relationship to CILEX's cost structure and profitability.

Question 7: To what extent do you agree that CILEX as an awarding body:

- **maintains high and trusted professional standards?**
- **provides clear, fair and robust assessment processes?**
- **issues respected and industry-recognised qualifications?**
- **ensures strong governance quality assurance?**
- **supports professional progression through well-structured qualification pathways?**

Question 8: To what extent do you agree that CILEX Law School as an education provider:

- **provides excellent outcomes for learners?**
- **is good value for money?**
- **provides a supportive learning environment?**
- **develops the right soft skills?**
- **provides a wide variety of opportunities to learners?**

Question 9: To what extent do you agree that the CPQ:

- **is good value for money?**
- **provides clear alignment between qualifications and job role?**
- **Is clear in relation to what services permits/enables CILEX Lawyers to deliver?**
- **delivers ready-to-work legal professionals?**
- **provides flexibility for students and employers to focus their progression depending on their priorities?**

5. Strategic Goal 4: Build firm foundations for a sustainable future

- 5.1. CILEX is conscious that, to deliver as an organisation for its members and stakeholders, we must continue to evolve and develop, to remain effective, resilient and capable of fulfilling our mission over the next decade. This means being responsive to shifts in technology, ways of working, workforce expectations and regulatory and market pressures. We are already seeing the ever-increasing prevalence of AI affecting our members in practice, both in relation to deployment within their firms and businesses, but also its use amongst clients, bringing with it both challenges and opportunities. Our qualifications already reflect that, but this is an area upon which we will need to remain focused. It also recognises that that evolution builds on the changes of the previous strategy period, most notably through the move to remote working and increased reliance on digital systems.
- 5.2. We know we need to continue to ensure that our operations in this context stay optimised and effective for all those who interact with us. Emphasised within our developing Digital Plan which is designed to improve service to members and employers, staff experience, efficiency and value for money. Complementing that, we will ensure that we continue to enhance our governance structure to augment operational delivery planning, simplifying and reducing unnecessary complexity.
- 5.3. Much of this, and indeed the whole strategy, must be underpinned by good financial health and, in conjunction with our Growth Plan⁶, we will develop a five-year plan for ensuring CILEX's continuing focus on tight, responsible financial management. Our Big Strategic Goals will also require real focus, assurance that all teams are aligned to their delivery and therefore that all of CILEX's operational activities can be clearly tracked back and related to the delivery of one or more of those strategic goals.
- 5.4. This means we will professionalise our approach to our people management to create a higher performing organisation. To do this we will embed a culture of performance management and continuous learning, which we have already begun in full, to enable a proper process of strategy-led objective setting and reviews.
- 5.5. Our internal communications plans will also be optimised to enhance shared understanding and collegiality, delivering an outcome where we are recognised for our people practices. We will want to ensure a strengthening of executive

⁶ Para 4.2 above

communication, staff engagement in decision-making, embedding consistent project management discipline, improving cross-departmental communication and engagement and thus also maximising the value of existing shared technology.

- 5.6. Such transformation is intended to free capacity, reduce duplication and strengthen institutional memory, enabling CILEX to focus on delivering value for members and acting in the public interest. These activities will therefore be designed to simultaneously improve our overall working culture into one in which we are welcoming and inclusive, where everyone is here on merit, where we celebrate individuality and where individuals are not afraid to be bold and are confident being held to account.

Question 10: Please rank, in order of priority, the content under each strategic goal at Annex 1.

6. Delivery & Evaluation

- 6.1. The Strategic Plan will have a five-year lifespan. The goals and aspirations within it will therefore be delivered on a phased basis over that period. At a departmental level, we will introduce a standardised Annual Business Delivery Planning process to be completed by each department within the organisation.
- 6.2. Business delivery plans will be aligned to our budget-setting process so that plans are costed and agreed in advance of going live, both in terms of delivering on our strategic objectives and affordability.
- 6.3. Our staff performance management system will also dovetail with this process to ensure that objectives, right down to the individual level, are aligned with and in fulfilment of our strategic goals. Activities which cannot be directly linked to delivery of our objectives should not be undertaken and we recognise that achieving success will require a high degree of focus.
- 6.4. The Annual Business Delivery Planning process will be set against the key, clearly defined corporate objectives for the year. Over time, we are confident that this will deliver improved member satisfaction and engagement. In addition, it will deliver growth, both in terms of revenue and membership numbers, simplified and clearer processes relating to our qualifications. This will ensure alignment to our membership titles and grades, and the further eradication of historic, illogical statutory and rule-based barriers to our members in practice.
- 6.5. As part of the process of delivery planning, benchmarks for measuring success, performance metrics and KPIs that translate goals into measurable outcomes will be developed, and informed by ongoing assessment of the external environment, and reviewed throughout the year.

Question 11: To what extent do you agree with the proposed approach to delivering monitoring and evaluating CILEX's strategic priorities?

- **Strongly agree**
- **Agree**
- **Neither agree nor disagree**
- **Disagree**
- **Strongly disagree**

7. Endpiece

- 7.1 Our strategy consultation exercise launches on Wednesday 20th May and will run for 4 weeks. Analysis and review will take place over the following 2 weeks, completing Friday 26th June.
- 7.2 The final strategy will be published at formal launch events in London and Cardiff in July.
- 7.3 It will inform the development process for our 2027 budget, with Annual Business Delivery Plans for year one of the strategy developed as part of that process to ensure all activities are agreed and fully costed.
- 7.4 We believe that this strategy builds the future of CILEX on firm foundations, creates greater rigor in relation to our business planning processes and will enable us to deliver for our members, for the sector and for the public. We welcome views, perspectives, and suggestions on these proposals.

Annex 1 - CILEX Four Big Strategic Goals

Create a Proud Professional Community	Drive Change and Elevate our Profile	Provide Excellent Education for a Growing Profession	Build Firm Foundations for a Sustainable Future
<p>We will:</p> <ul style="list-style-type: none"> Develop a digital plan to improve membership experience and create an ED&I data hub. 	<p>We will:</p> <ul style="list-style-type: none"> Promote a CILEX 'Vision for Justice' alongside a Public Affairs Engagement Plan. 	<p>We will:</p> <ul style="list-style-type: none"> Ensure ongoing consideration of the CPQ to ensure continued relevance and viability. 	<p>We will:</p> <ul style="list-style-type: none"> Linked to the growth plan, develop a 5-year plan for ensuring CILEX's financial health.
<p>We will:</p> <ul style="list-style-type: none"> Work with members and CRL to simplify member grades/titles/qualifications and access to practice rights and certificates. 	<p>We will:</p> <ul style="list-style-type: none"> Drive evidence-led proposals for sector reform including removing the remaining barriers to CILEX member career options. 	<p>We will:</p> <ul style="list-style-type: none"> Undertake market analysis of the viability of developing new CILEX products and the potential to operate internationally. 	<p>We will:</p> <ul style="list-style-type: none"> Develop a Digital plan for CILEX to improve service to members and employers, improve staff experience, efficiency and value for money.
<p>We will:</p> <ul style="list-style-type: none"> Develop a Specialist Reference Group Development Plan to maximise member engagement in policy development and advocacy. 	<p>We will:</p> <ul style="list-style-type: none"> Increase our influence by ensuring CILEX voice is represented at key events, forums and policy discussions. We will develop Thought Leadership and Partnership opportunities. 	<p>We will:</p> <ul style="list-style-type: none"> Strengthen the position of CILEX Law School, protecting and promoting its USP as the top provider of legal distance learning. 	<p>We will:</p> <ul style="list-style-type: none"> Enhance and improve current regulatory arrangements, in collaboration with CRL and LSB, inc. 'normalising' financial arrangements.
<p>We will:</p> <ul style="list-style-type: none"> Build back an improved reputation on the positive Mazur appeal outcome, improve access to practice rights and promote their value. 	<p>We will:</p> <ul style="list-style-type: none"> Clearly position CILEX and the CILEX offer in the legal services sector through a clear overarching brand strategy, narrative and framework. 	<p>We will:</p> <ul style="list-style-type: none"> Produce a Growth plan informed by evidence and analysis of the legal services current and future workforce needs, member aspirations and market opportunities. 	<p>We will:</p> <ul style="list-style-type: none"> Continue to improve governance, and strengthen operational delivery planning, simplifying and reducing unnecessary complexity.
<p>We will:</p> <ul style="list-style-type: none"> Work with members and employers to develop a new and compelling membership value proposition which includes defining our core offer to all members and a segmented offer to support members at the various stages of their careers. 	<p>We will:</p> <ul style="list-style-type: none"> Campaign for changes to the Legal Services Act 2007 including improvements in the regulatory landscape, IGRs, regulator performance and securing CILEX's position as the third branch of the legal profession. 	<p>We will:</p> <ul style="list-style-type: none"> Improve data tracking learner progression, improve CILEX Learn and CILEX Law School Learner Hub and enhance and better understand the CPQ learner journey. 	<p>We will:</p> <ul style="list-style-type: none"> Have a welcoming and inclusive organisation where everyone is here on merit. Celebrate individuality. Enable an organisation where individuals are held to account and not afraid to be bold.
<p>We will:</p> <ul style="list-style-type: none"> Through our Leadership & Governance, ensure Equity, Diversity and Inclusion are held as core to our mission, vision and purpose. Drive equitable experience and inclusive practices which actively encourage diversity of thought and represent the wider society we serve. Enable The CILEX Foundation to support our ED&I goals. 	<p>We will:</p> <ul style="list-style-type: none"> Be the trusted, credible and respected voice on EDI in the legal sector. Encourage dialogue which is in the public interest. Use our platform to its fullest potential, to advocate and drive change, improving access to justice for everyone. 	<p>We will:</p> <ul style="list-style-type: none"> Inspire the next generation by raising aspirations and providing the right opportunities in the right way at the right time for everyone to maximise their potential. 	<p>We will:</p> <ul style="list-style-type: none"> Create a high performing organisation, through professionalising our approach to our people. Fully embedded culture of performance management and continuous learning. Strategy led objective setting and reviews. Employee led benefits offer, and improved internal communications. We will be recognised for our People Practices