

# CILEx is changing ... launching our member consultation

CEO **Linda Ford** presents a progress update on CILEx's ongoing transformation plans.



#### About the author

*Linda Ford is CEO of CILEx.*

**Y**ou will already be aware that 'CILEx is changing'; this is, in fact, the name of the overall programme of transformation now underway to make CILEx a streamlined, agile organisation fit to face the challenges of the future, and it will run throughout 2018.

In my last update, in the December Journal, I explained how our governance and company structure is changing and why ((2017) December CILExJ pp 8–11). I am pleased to report that since then further progress has been made, with the Group Board now in place and with members of our existing Council having transitioned on to the new Professional Board (see pages 10–11 of this issue). Work continues to fill the remaining vacancies on our subsidiary company boards and committees.

It is really important that we have access to the greatest possible range of individuals, with different backgrounds, skills and experiences to help us develop and deliver future strategy. I have had the chance to meet many of you during 2017 and 2018, and have learnt so much about the challenges you face during your qualification journey; in the workplace; your frustrations and positive experiences of CILEx; and the future opportunities you would like our support to embrace. This diversity of experience is why it so important that our new governance structure creates a framework for these perspectives to feed into our work and future strategy. If you are interested in applying, details can be found at: [www.cilex.org.uk/about\\_cilex/governance\\_review](http://www.cilex.org.uk/about_cilex/governance_review)

#### Drivers for change

CILEx's priority in implementing change is to put

its members front and centre of the Chartered Institute. This is both in terms of listening and learning to ensure that CILEx looks how - and does what - members and stakeholders want and need it to, and sets the right future strategy to determine how we position ourselves in the legal sector and how we can help our members have equality of opportunity, increased recognition, and improved career prospects. We can only do this with the right governance and company structure, and the changes we are making are designed to deliver those ambitions.

CILEx currently discharges a number of specific roles, including as a professional membership body; Approved Regulator; Supervisor under the Money Laundering Regulations; Qualification Awarding Body; commercial law school; and Charter Body acting in the public interest. Evidence shows that we are well regarded within the legal sector and by our members, and are seen by stakeholders as an innovator, leading the way in how we operate and in the training, products and services we offer.

However, our role has and continues to evolve: the world in which we operate is changing; the profile of our members is diversifying; and Chartered Legal Executives still struggle to gain parity with their legal colleagues, with progress hampered by our inability to change outdated legislation.

#### Acting on conclusions of independent review

With these desired outcomes in mind, Council commissioned an independent review of governance, benchmarking and assessing against good practice generally, and in the legal sector

specifically. The review showed that improvements were required if CILEx was to continue to develop and meet its future objectives.

Much has already been achieved since the review's conclusion:

- A new group structure has been created, focusing on CILEx's three core roles: public interest, professional interest, and regulation with Boards and operating companies dedicated to these duties.
- The inclusion of independent members, with specific expertise to complement that provided by our professional members.
- Identification of the skills and experience needed to support the objectives of the organisation, and non-executive appointments made using a transparent, competency-based selection process against the criteria.
- Introduction of oversight and accountability measures to evaluate the effectiveness of the structure, and those appointed to roles within it.

### CILEx needs you!

Now, we need your input to take us to the next level as we move on to the more granular changes that will affect both what you - our members - see of the Chartered Institute and the way in which we interact with you and our other stakeholders. We believe that the time is right to ask formally for your views, feedback and experiences, so that we can use this insight to inform the next stage of development.



Also, to facilitate this next stage, the Bye-Laws that sit beneath CILEx's Royal Charter require amendment, and it is only right that details of how they are to be amended are shared with you.

In the consultation, we are seeking views regarding the following:

- A move from election of Council members to selection and appointment based on having demonstrated the required skills and competencies for the role;
- Whether there continues to be a need for geographical-based representation within the structure, and whether other types of representation, such as by practice area or member type, are more relevant;
- How the role of CILEx's regional branches needs to change to embed them into the governance structure, and how to enhance members' involvement with their local branch;
- What services are most important to you, and how would you like them delivered;
- What more can be done to engage more members in the work of our Specialist Reference Groups;
- The potential role and membership of 'Task and Finish Groups' dedicated to delivering a specific activity;
- What services you would like to see offered online; and
- Whether to broaden representation or involvement opportunities within CILEx's governance structure to members who are not Fellows.

It is important to reassess our approach to these issues because:

- fewer than 5% of members actively participate in their local branch;
- 60% of our members are non-Fellows and are currently unrepresented within our governance structure;
- in recent years, most Council member elections have been uncontested; and
- new technology provides opportunities for more innovative delivery of our services.

Those of you who have attended my branch roadshows will have heard how much importance I place on head office having access to your views, feedback and experiences. It is essential to ensure we can make informed decisions, and understand the impact of those decisions on you, our members. It is, therefore, crucial that as many of you as possible take the time to respond to the consultation and help shape the future of your Chartered Institute.

The consultation questions, and further details about our proposals, are available at:  
[www.cilex.org.uk/about\\_cilex/governance\\_review](http://www.cilex.org.uk/about_cilex/governance_review)