

**Strategic plan:  
2024-2026**

Supporting  
a changing  
profession

# Welcome

Change, challenges and opportunities – there is a lot that we will need to embrace, adapt to and learn in order to thrive over the coming years.

Our strategic plan is built with this, and you, in mind and demonstrates how we will support an ever-changing profession. From artificial intelligence to digital transformation at the UK IPO, it is vital that, at a time of change, we are looking ahead as we continue to fight for you and help you to prosper.

Our membership survey, conducted in 2022, provided the insight needed to establish and address many of the needs, concerns and challenges of our membership.

This intelligence has played a key part in preparing our new three-year strategic plan, which follows on from the work of our previous strategic cycle.

Council agreed that while our overall strategic objectives should remain the same, some adjustment to the workstreams was required to allow us, as an organisation, to acknowledge and respond to some of the key challenges.

Artificial intelligence could transform the way our profession works far into the future. With this emerging technology gathering momentum the next three years will be crucial to future-proofing our profession. We hope to play a key role in preparing members and helping them to embrace the changes and opportunities that will present themselves.

Recently we have undertaken a lot of work advocating for change to the UK's IP system to protect the world-class environment we operate in. This will

continue. Our approach may change form as the next three years develop but you can be assured that we will advocate for your interests and always fight your corner.

Education is always a key pillar of our work, and we will continue to support those in our profession to develop, whatever career stage they are at.

We enjoy bringing our community together to learn, grow and network and your engagement shows us that this remains an important area of our work. We strive to bring you high quality events where learning and networking are fundamental and we will continue to explore new opportunities to develop key competencies and training to support these.

It is this community that helps CITMA to run effectively and continue to develop. We rely on volunteers on our committees, working groups, Council and elsewhere to achieve everything we set out to do. We will be looking at new ways we can recognise those who volunteer on behalf of the profession.

Our commitment to social responsibility is unwavering and our drive to be Net Zero will continue apace. As is our commitment to equality, diversity and inclusion and wellbeing – our strategic partnerships with organisations such as the CITMA Benevolent Fund, IP Inclusive, LawWorks, Jonathan's Voice and LawCare will continue.

We look forward to helping you to embrace change.

**Rachel Wilkinson-Duffy**, President  
**Keven Bader**, Chief Executive



# Our strategic objectives

## Our vision

We strive to be recognised as one of the world's leading organisations for the development, promotion and protection of the trade mark legal profession.

We aim to be valued by our members and seen as an important source of professional knowledge in the field of intellectual property law, with a focus on trade marks and designs.

## Strategic objectives

The three strategic objectives align with the findings from our in-depth membership survey which took place in 2022 and has helped to shape our thinking.

Our Council agreed that our strategic objectives were still true and relevant and will help us meet the needs of a changing profession. They are:

- 1** Passionately represent and promote the interests of the membership and the wider profession.
- 2** Equip, support and develop our membership to be competitive and successful both nationally and internationally.
- 3** Encourage and facilitate engagement in our work to enhance the profession and the organisation, inspiring a positive, healthy and inclusive culture.



# Our priorities for 2024-2026

To achieve the strategic objectives we have four key activity areas. These are underpinned by a detailed business plan and key targets we want to surpass.

## Passionately represent and promote the interests of our members

### We will:

Actively shape policies, practices and regulation to ensure the profession's relevance, recognition and growth.

Fight for the interests of the whole IP environment advocating strongly to the Minister for IP, UK IPO and other key stakeholders for improvements.

Champion our members' interests when it comes to change at the UK IPO, especially through its digital transformation programme.

Work closely with IPReg and the LSB to ensure that regulation of the profession continues to be robust and of benefit to our members and the wider public.

Continue to work with key stakeholders including the UK IPO, EUIPO and WIPO to represent and promote the interests of our members.

## Equip our members to be successful

### We will:

Aim to empower our members with the skills, knowledge and resources they need to excel. By providing comprehensive support and enabling professional development we will allow our members to thrive.

Support members to embrace the challenges and opportunities that stem from artificial intelligence, helping members to understand and prepare for change.

We will continually develop our portfolio of training, learning and development opportunities through conferences, seminars and courses to cater for various stages of careers and areas of specialism.

# Our priorities for 2024-2026

## Promote our members and the profession

### We will:

Collaborate with associations worldwide to facilitate knowledge-sharing and best practice, ensuring the UK profession remains well-known, well-regarded and well-utilised.

We will initiate and support campaigns that raise awareness about the importance of trademark and design protection and the role our members play in fostering innovation and business growth.

We will utilise our communication channels, including social media, to effectively communicate the value and expertise of our members to businesses and interested member of the public.

## Inspire a positive, healthy and inclusive culture

### We will:

Look to create an environment where active engagement and inclusivity flourish. By promoting and creating a positive and supporting culture we will harness the collective expertise of our members and ensure value in the work that we and our members do.

We will ensure our committees and working groups are focused on the objectives and work needed to allow members to contribute their expertise and insights.

We will make members feel welcomed, valued and supported with access to relevant support networks and organisations we actively support.

We will promote the value and importance of being sustainable and working towards Net Zero.

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