

Corporate Strategy

2024 - 2026



CIISA

The Creative Industries
Independent Standards Authority
Independent. Without fear or favour.

Foreword from the Chief Executive

This is our first Corporate Strategy for the Creative Industries Independent Standards Authority (CIISA) which marks an important milestone in CIISA's development from a collective idea to realisation of much needed and wanted organisation.

CIISA is being established to uphold and improve standards of behaviour across the creative industries and prevent and tackle bullying and harassment of a discriminatory nature. CIISA has been built on four foundations; vision, courage, collaboration, and innovation.

The vision that our workplace culture can be made better, the collective courage to do something about it, the collaboration required to harness the expertise and experience of many to get us to this point, and the innovation to build a new entity which captures best practice, whilst tailoring CIISA to the unique needs of each of the individual creative sectors.

It is this combination of factors which has sparked global interest, and with it a groundswell of support from organisations and colleagues across film, TV, music, and theatre in the UK, all coming together to tackle this issue head on. CIISA is essential for keeping our workforce safe.

This corporate strategy relates to year one (2024 – 2025) and year two (2025 – 2026) of CIISA's operational delivery. These first two years focus on setting up CIISA to begin to offer initial services that start to deliver our longer-term strategic ambitions. The document covers CIISA's purpose and vision, how we will deliver these through our strategic objectives and measure and communicate our progress.

Jen Smith

Chief Executive (Interim)



Our corporate strategy 2024 - 2026

Purpose

We uphold and improve standards of behaviour across the creative industries, to prevent and tackle all forms of bullying and harassment, including bullying and harassment of a discriminatory nature.

Vision

We will help create consistently safer and inclusive workplaces for creative industry professionals, to be a single place of accountability where behaviours of concern can be reported and investigated, and to build capability to prevent and tackle bullying and harassment and bullying and harassment of a discriminatory nature.

Our four strategic objectives for 2024-2026

1. We set standards and create a single point of independent accountability and learning for creative industry professionals and organisations on embedding safe and inclusive workplace practices.
2. We establish a clear, independent funding model to enable CIISA to investigate and resolve concerns without fear or favour.

3. We embed a robust Governance framework underpinned by clear systems and processes that inform our work and reinforces our independence.
4. We build a representative and skilled workforce to deliver our core requirements.

How we will achieve these

In order to work towards our purpose and vision and meet our strategic objectives, CIISA has set out the following deliverables for 2024-2026.



Objective 1:

We set standards and create a single point of independent accountability and learning for creative industry professionals and organisations on embedding safe and inclusive workplace practices.

Our aims under this objective:

A. We will establish a single, unified vision of best practice for embedding safe and inclusive workplaces for the Creative Industries

How will we measure progress?

We will:

- Create an initial Standards framework for the creative industries that embodies existing industry-standard best practice.
- Establish a Standards Advisory Committee that includes a wide range of creative industry professionals to help CIISA build its Standards framework.
- Start work to identify additional guidance to help embed the Standards in practice across the creative industries.
- Identify additional services based on need in line with our Standards, such as licensing and accreditation and training products.

B. We will establish our initial core services to help provide accountability and learning to the creative industries – helping them to embed safe and inclusive workplaces.

We will:

- Design and implement secure channels for creative industry professionals to speak to us about their concerns in confidence (and anonymously if needed).

- Introduce other services, such as early resolution, mediation, and investigations, in line with funding and staffing capacity.
- Begin to use and refer to our Standards framework when responding to (and acting on) concerns raised through our service.

C. We will use the insight we receive to report on how the creative industries are acting to embed safe and inclusive workplaces and improve the lived experience of creative industry professionals.

We will:

- Monitor trends and themes arising from issues raised and use those to identify insight reports aimed at raising awareness and making recommendations to tackle the issues.
- Ensure we have robust and impeccable data security to safeguard the sensitive data we receive.



Objective 2:

We establish a clear, independent funding model to enable CIISA to investigate and resolve concerns without fear or favour.

Our aims under this objective:

A. We create an independent collection body to separate how we are funded from our operational services.

How will we measure progress?

We will:

- Incorporate a separate collection body (CIISA Board of Finance)
- Set up appropriate systems to enable CIISA's Board of Finance to engage with CIISA regarding funding and collection in a fair and transparent manner.
- Help put in place a clear collection strategy for funding.

B. We set out a clear, transparent, and fair funding approach that is supported across the creative industries.

We will:

- Engage across the creative industries to create an approach to equitable funding that ensures contributions are proportionate and fair.
- Ensure that our funding enables us to deliver our services to those who need us most.
- Publish our funding structure approach to ensure transparency.

C. We ensure that we are appropriately and proportionately resourced to carry out our services without fear or favour.

We will:

- Publish our annual business plan that sets out how we will deliver against our strategic objectives and our overall operating costs.
- Create a robust business planning cycle with CIISA's Board of Finance to enable CIISA to correspond on its anticipated budgetary requirements for future years.
- Ensure all financial due diligence is in place, including external auditing of accounting.



Objective 3:

We embed robust Governance systems and processes that informs our work, reinforces our independence, and promotes diversity and inclusion.

Our aims under this objective:

A. We create and embed our CIISA Board structure to oversee and scrutinise our work.

How will we measure progress?

We will:

- Define our role requirements for CIISA Board Members (including Chair) that ensures no conflict of interests and promotes independence.
- Carry out recruitment for CIISA Board Chair and relevant non-executive members.

B. We create appropriate governance systems to support CIISA.

We will:

- Create an appropriate Governance & Assurance Framework, establishing Terms of Reference for Board and other committees, alongside Register of Interests and Codes of Conduct.
- Establish appropriate Advisory Committees (including our Anti-discrimination, Nominations, and Audit Committees) and advisory panels relevant to our work.
- Create and conduct an annual audit programme (in year 2).

C. We create and embed CIISA's Board of Finance

We will:

- Define our role requirements for CIISA Board of Finance members (including chair) that attracts relevant skills and experience, ensuring no conflict of interests.
- Carry out recruitment for CIISA Board of Finance Chair and relevant non-executive members.



Objective 4:

We will build a representative and skilled workforce to deliver our core requirements.

Our aims under this objective:

A. We recruit and develop staff in alignment with our service requirements, ensuring we build a high-quality service.

How will we measure progress?

We will:

- Create a Workforce Strategy that identifies the core skills, knowledge and experience that align with our service requirements.
- Deploy a recruitment strategy that ensures we attract and retain a representative workforce.
- Ensure that we publish the diversity of our Board and Workforce.

- Engage with staff to develop a draft set of CISA's Values, Leadership Promise, and Employer/Employee pledge to build a positive and inclusive workplace culture.
- Set up our London/South East office ready for when our initial services go live, followed by review and set up of an office in Manchester in due course.
- Create a Learning & Development plan to ensure we develop our staff in line with our initial service offers across the two-year Strategy.



CONTACT DETAILS

General enquiries: info@ciisa.org.uk

Press enquiries: press@ciisa.org.uk

Registered address:

22 Wycombe End, Beaconsfield,
Buckinghamshire,
HP9 1NB, United Kingdom



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