

# CIISA's Services

March 2025



**CIISA**

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

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# Introduction

The Creative Industries Independent Standards Authority's (CIISA) vision is to embed consistently safe and inclusive working environments for the creative industries.

To do this, CIISA will provide a range of services aimed at setting Standards, embedding best practice to meet these, providing a confidential safe space for people to share their experiences relevant to the Standards, and resolving concerns where no other routes exist.

This document describes each service area, so people can see what CIISA's services may look and feel like in practice. It also answers a number of frequently asked questions.

## A step-by-step approach

CIISA wants to make sure our services have maximum impact by introducing each service in sequence – doing so carefully and with due diligence using a step-by-step approach. This means we will test out each step to ensure it meets requirements and demand, before moving on to the next step, ensuring that we build truly effective services.

**Section 1** outlines the services CIISA will provide through our Professional Standards work, which focuses on supporting the creative industries to embed CIISA's Standards in practice.

**Section 2** outlines how CIISA will enable people to report experiences to CIISA, so we can monitor and report on what the creative industries are doing to embed the Standards. Over time, we will also introduce services aimed at helping the creative industries to resolve concerns, with a focus on dispute resolution.

**Section 3** outlines the final step CIISA will introduce: carrying out an independent investigation into concerns where there is no other route available, alongside working with organisations, productions and projects to review their processes and culture, and learn more about what can be done to strengthen their working environments.

What is included here is therefore **not a final or complete list** of how CIISA will operate. We will produce more details in advance of introducing each planned service on our website.

## Next steps

CIISA can only be fully effective if we are properly funded. We continue to engage across the creative industries to secure the long-term resources needed to allow us to introduce these services.


We launched our Standards in February 2025, and we will continue with next steps to build our Professional Standards work as described in Section 1. We also continue to plan for introducing a confidential reporting service (Step 1) by the end of the 2025/26 Business Year.



# CIISA's Services


**1** **Setting Standards**

Creation of a single set of Standards for safe and inclusive working environments in the creative industries that draws on existing best practice and legal requirements



**2** **Embedding Best Practice**

Supporting the creative industries to embed best practice through guidance, training & organisational assessments. Developing professional skills via CIISA approved accreditation schemes



**3** **Sharing Insight**

Building insight & themes from our work. Publishing thematic insight reports on what's working (and what isn't) and making recommendations for change



**4** **Providing Support**

Access to an independent, confidential reporting service, where those working in the creative industries (and organisations) can report concerns and get support on how to resolve those



**5** **Resolving Concerns**

Providing a dispute resolution service for individual cases where no other route is available. Carrying out independent investigations in serious and complex cases on request from an organisation, or where no other process exists. Carrying out Culture Reviews to help organisations learn and take action to improve

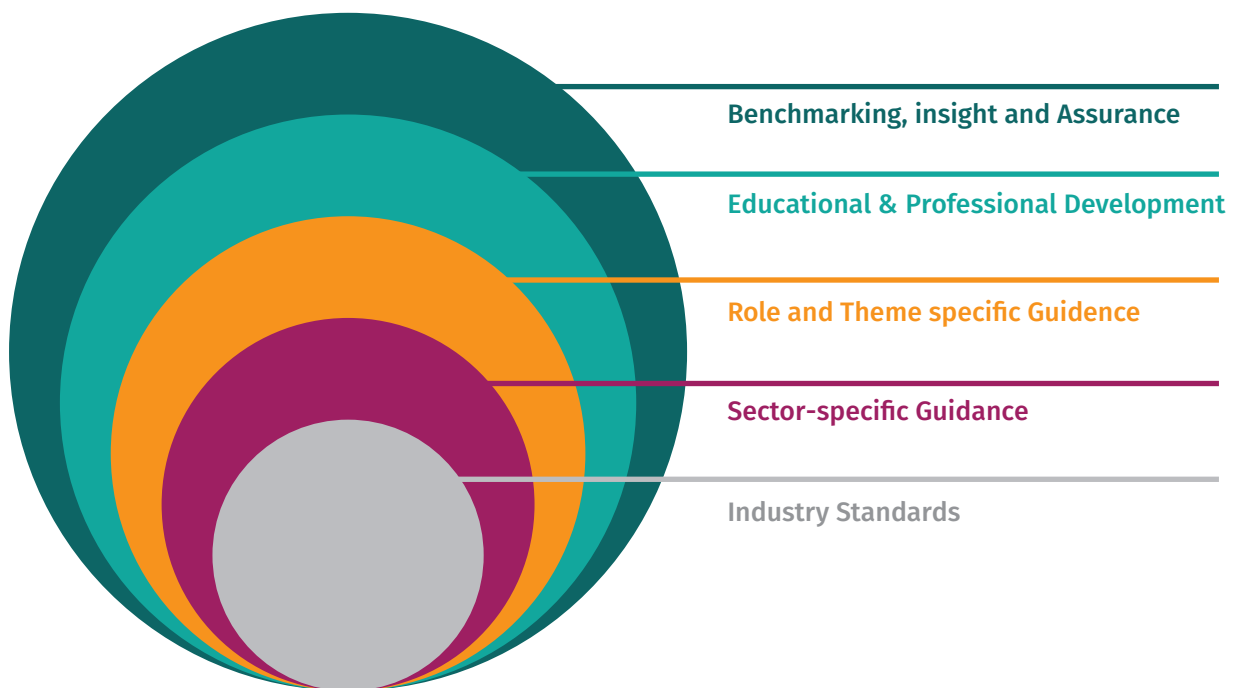


# Section 1: Professional Standards

This section sets out the planned activities that fall under CIISA's Professional Standards service. These focus on our objectives in **Setting Standards and Embedding Best Practice**.

CIISA has worked across the creative industries to create universal expectations for how the creative industries workforce and organisations, productions and projects can embed and develop safe and inclusive working environments – known as CIISA's Standards.

CIISA's Standards are based on existing best practice from across the creative industries – alongside relevant legal requirements – pulled together to make one set of **industry standards**. These Standards have been developed through engagement with organisations and individuals across the creative industries.



## Next steps in embedding the Standards

CIISA will **engage with organisations, productions and projects across the screen, stage and music industries** to raise awareness of the Standards and discuss how they can be used in practice. We will also prioritise speaking to smaller (or newly established) organisations, productions and projects that do not have resources in place to embed best practice.

In parallel, CIISA will work with a number of volunteer organisations that have agreed to become **trailblazers** for the Standards. We will work closely with each trailblazer to create and test practical resources (such as self-assessments, guidance and training) to make sure they meet individual sector needs.



CIISA will use this feedback to create **sector-specific guidance** and tools that outline how each standard can be applied in practice across the creative industries, ensuring a tailored, flexible, practical approach that can be scaled to meet different shapes and sizes of organisations, productions and projects.

CIISA will also produce **role and theme-specific guidance** to ensure individuals in specific positions who have a key focus on embedding safe and inclusive working environments, have the right resources and skills to excel.

## Future activities

CIISA will work with existing training providers in the creative industries, to create **educational and professional development** resources that complement the Standards and guidance. This includes introductory training on how to embed the Standards in practice, alongside specific training modules based on sector or role-specific guidance.

CIISA will also look to endorse (or provide if there are gaps) more advanced training programmes for specific roles or themes linked to the Standards.

Over time, CIISA will explore the development of an **accreditation scheme**: the building of a formal process through which an organisation, individual or programme can be evaluated to determine whether they meet CIISA's professional skills requirements arising from the Standards, via assessment against relevant criteria.

This may include building CIISA's own accreditation programmes schemes, or the ability for training/accreditation providers to seek CIISA accreditation for their product or services.

CIISA will look to work with organisations, productions and projects that would like us to carry out confidential **organisational assessments**. This will focus on a 'guided self-assessment' approach: working with organisations, productions and projects to explore their progress in embedding the Standards. This will help them to capture what is working well and how to continuously strengthen.

CIISA will support entities of all sizes and types, which will be at different stages in their development. Each review will be tailored to meet the specific needs of the organisation, production or project in question, following an agreed approach.

Each review will see CIISA facilitate engagement with the workforce, provide feedback on what resources are in place, and provide a reflective assessment on their performance from an independent perspective.

CIISA will produce a confidential report for the organisation, production or project, outlining the findings of the assessment, along with any recommendations. The reviews will use a rating system to rate progress against each Standard using a 'maturity matrix' approach:



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## Example ratings arising from an Organisational Assessment

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<b>Mature/Exemplary</b>	The organisation, production or project has demonstrated significant and established performance against the Standard and is an exemplar. The organisation, production or project is now looking at where it can make further adjustments to continuously strengthen.
<b>Firm progress</b>	The organisation, production or project has made good progress in meeting this Standard over a period of time. It is now looking at how it can build on this to become fully mature in this area.
<b>Early progress</b>	The organisation, production or project has embedded the foundations and started to demonstrate progress in meeting the Standard. It is looking at how it can develop further.
<b>Embryonic</b>	The organisation, production or project has started to develop an approach to meeting the Standard. It is at the early stages of development in this area, and looking at how it can make progress.
<b>Not yet meeting</b>	The organisation, production or project has not made progress in meeting the minimum requirements within the Standard.

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# Section 2: Support and Intervention

This section covers how CIISA will monitor and benchmark how the creative industries are doing to embed the Standards, alongside providing practical help and support to those who need it (and where no other routes are available). We will introduce each service step by step. We will ensure we embed each service described under each step, before introducing the next step.

## Step-by-step phasing of Support Services

### Raising a concern

An Individual or organisation wants to let CIISA know about a concern or issue that is relevant to the Standards

#### Signposting & Referrals

Providing information on next steps & resources to help people resolve concerns

**STEP 1**  
Confidential Reporting Service **01**

Secure, confidential (anonymised) channels to speak to CIISA as an independent authority

#### Thematic Reports

Publishing non-identifiable thematic (or sector-specific) reports and making recommendations

**02** **STEP 2**  
Insight Reports

Using incoming concerns (and other data) to build insight into what is happening

#### Early Resolution

Facilitating a quick outcome to a concern where appropriate

**STEP 3**  
Early Interventions **03**

Working together to help address and resolve emerging issues where no other route or process is available

#### Standards Notice

Alerting an accountable organisation to a potential issue/theme and asking them to act

**04** **STEP 4**  
Alternative Dispute Resolution

Offering to address and resolve concerns confidentially through an independent third party

#### Mediation & Arbitration

Providing confidential dispute resolution services to bring about mutually agreed solutions

#### CIISA-Led Investigations

Independent, evidence based investigations into serious and complex cases

**STEP 5**  
Independent Investigations **05**

Taking action on serious and complex cases on request or where no other suitable process exists.

#### Culture Reviews

Working with organisations to independently review, understand, and improve working environments and culture to address concerns.

Leading independent reviews into working environments and culture for organisations where concerns are raised





## Step 1: Confidential Reporting Service

People can let CIISA know about any issue or concern they experience that is relevant to the Standards via a confidential, independent reporting service.

CIISA will provide signposting and advice about where people can get further help and access to further resources, alongside helping organisations, productions or projects that seek assistance in handling an issue.

The service is completely confidential and entirely independent of any other organisation. It can be used anonymously if necessary (although CIISA will be more limited in what we can do with anonymous information). CIISA will not share or use this information without the consent of those reporting the concern.

### **Isn't this like a bullying and harassment helpline?**

CIISA will not duplicate any existing helplines or resources that already exist to provide confidential support or assistance on bullying and harassment, or mental health support (eg the helplines and resources provided by the Film & TV Charity, Help Musicians and Musicians' Union).

These helplines provide expert, specialist support and resources (such as counselling) to people – particularly during times of crisis – and are the right place for people to get the professional support they need.

CIISA's reporting service is for people to let CIISA know about an issue or experience that is relevant to the Standards. CIISA's staff will be experts in active listening and will talk to people with sensitivity and with a focus on helping people find where they can get specialist support where needed.

### **Why should I report to CIISA?**

CIISA is here to help monitor what the creative industries are doing to embed the Standards. We can only do that if people working in the creative industries disclose what they are experiencing day in, day out.

Reporting your experiences is vital to help CIISA build this picture: to ensure you are listened to, and that we can build and report on what we are seeing and hearing about real-life experiences that are relevant to CIISA's Standards.

### **I am afraid of speaking up. Why should I trust CIISA?**

CIISA acts independently of any creative industry organisation. Our role is to enable people to speak to a trusted third party in strict confidence (anonymously if requested) and without fear of victimisation. We will never share your personal information without your consent.

CIISA can safely use your experience by looking at it alongside other similar experiences, enabling us to identify themes and patterns, and report on those by using non-identifiable information.



### **Will this duplicate existing HR processes?**

No. Wherever CIISA can see that an individual has access to an internal HR process (or any other relevant process) within an organisation, production or project, we will signpost that individual to that process.

CIISA will also not act as an appeals route for any internal HR process within an organisation, production or project – unless an organisation, production or project asks us to look at an issue on request.

### **Will this duplicate the support my trade union can provide?**

No. As an independent authority, CIISA will not replicate the advocacy/member support that you get from being a member of a union. We will generally signpost people to unions where that is relevant.

### **Who can report concerns and issues to CIISA?**

CIISA's services are available to everybody working within the creative industries, regardless of their role, seniority or employment status. Organisations, productions and projects can use this service too.

CIISA's services will also be available to any creative industry organisation, production or project, as well as charities, trade/membership bodies and trades unions, and professional associations (who are supporting their members in raising concerns).

CIISA's services **will not** be available to members of the public.

### **Is there an age limit?**

CIISA's service is available to creative industry workers of all ages, but any individual under 14 years of age must be represented by an appropriate adult (such as a parent or guardian).

### **What kinds of thing can be reported to CIISA?**

To help CIISA build insight into the experiences of those working in the creative industries, people can talk to us about experiencing (or witnessing) behaviours that are relevant to CIISA's Standards. This can include (but is not limited to):

- Bullying
- Harassment
- Unwanted or harmful behaviour
- Discriminatory behaviour
- Victimisation

CIISA will also encourage everybody to report good practice examples, to enable us to capture and share what approach was taken that led to a positive outcome.



CIISA **will not** look into concerns raised about creative content.

**I have something to raise that may not fall under the Standards, can I do that?**

CIISA can look only at experiences relevant to our Standards. You can speak to us to get further advice and (if it is not something for CIISA) signpost to where you can raise your issue.

**I witnessed something happening to somebody else, can I report that to CIISA?**

Yes, people can report something they saw happening to a colleague. Although CIISA might be limited in what actions we can take, this information will help us better understand patterns of behaviour and whether any intervention is needed.

**I have a legal issue, can CIISA help me with that?**

CIISA cannot provide legal advice and will always work with people to see how they can access legal advice where appropriate.

CIISA cannot make rulings like a court or tribunal. We will always explore whether somebody may have an alternative legal route that is best placed to address their concerns and help them get access to further resources or support. This may include taking matters to an employment tribunal, the courts or the police.

If there is an alternative legal route, CIISA will always try to make people aware of likely time limits in place, so they have better awareness about what they can do next.

**Will CIISA look at historical cases?**

People can let CIISA know about something that happened in the past, if it helps us to build up a picture of what has been happening. However, CIISA will not usually intervene on something that took place **more than three years** before raising it with us, unless there are compelling and justifiable exceptional circumstances for doing so (eg the issue is clearly linked to a wider pattern of behaviour, and there is a clear possibility that the behaviour may continue).

**What happens when someone reports a concern to CIISA?**

There are two ways people will be able to get in contact:

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**Online reporting service**

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CIISA's online reporting service (via the website) will guide people through giving us relevant details about their concern. People can also use this service anonymously.

People will be able to talk to CIISA securely through our Reporting Portal to receive updates and other information. This will also allow people to upload documents or other information that will assist CIISA in understanding what happened.

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### **Confidential reporting line**

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People will be able to call the reporting line (anonymously if they wish). They will not be asked to reveal their name or personal details. We will ensure calls to our advice line do not show up on bills.

CIISA's skilled staff will discuss people's concerns with sensitivity. CIISA will take a record of what happened and other key details. We will look at the best way to support the caller, which can include advice, signposting, and referrals to specialist support outside CIISA.

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### **What personal information or details will CIISA ask from people?**

We will set out our detailed approach to data protection and privacy in our data protection and privacy policies, in advance of introducing this step.

As a general principle, CIISA will ask for details of the incident that is being reported. In general, we will look to capture as much detail as possible about what happened, when it happened, who was involved, and what organisation(s) are relevant to the issue, so we can build an accurate picture.

We recognise that not everyone will want to name individuals (or even organisations, productions or projects) involved, and so no details will be mandatory. However, this may limit what action we can take.

CIISA recognises that raising potentially sensitive concerns about harmful behaviour can be distressing. Our skilled staff will be experienced in active listening techniques and using trauma informed approaches to prevent re-traumatisation. Our staff will explore the issues with sensitivity and with a focus on providing support in a safe, confidential environment.

### **Will CIISA share my report and personal information with others?**

CIISA will prioritise the confidentiality of those using our services and will not automatically disclose details of a report with those who are named. This is because providing that notification would render impossible or seriously impair the achievement of the objectives of CIISA's reporting function.

In any event, no personal information (or identifying features given in the reporting) will be shared outside CIISA, unless the person who reported the concern gives permission to do so.

There may be exceptional circumstances in which CIISA will share details with specific authorities in line with our legal responsibilities – particularly emergency situations (eg it is necessary to prevent serious, imminent physical harm to a person).

### **What will CIISA do with the information about those who are named in the report?**

CIISA will receive personal information (including information about third parties) when people use our reporting services. The processing of such data is wholly necessary to ensure CIISA can carry out our legitimate interests as a Standards Authority monitoring how these Standards are being applied.



CIISA will ensure everybody's information is protected and stored securely and is processed only in strict accordance with the application of our services. How we will use such information for each service is explained throughout this document.

Should CIISA decide to take any further action that will lead to sharing personal information of a third party, we will notify any relevant third party at the time we make a decision.

CIISA will also provide clear information in our privacy notices regarding how we process third-party data. This will include how individuals can contact CIISA's Data Protection Officer, and their right to object to CIISA collecting their information.

### **How long will CIISA store personal information?**

When people give CIISA any personal information, we will let them know how long we will hold it for. We will always stick to these principles:

- We will hold personal information only for as long as we carry out our service in the way we explain to individuals or have a valid reason to keep it (eg so it helps CIISA monitor issues across the creative industries in line with its legitimate interests).
- We will always consider what type of information we have collected, the amount collected, how sensitive it might be, and any legal requirements that will determine how long we should store this information.
- We design our services so that we do not hold personal information any longer than we need to carry out our legitimate interests.

We will hold records of each concern for a maximum of seven years, in line with our data retention policies. Should CIISA later establish a pattern of behaviour that relates to a previous concern(s), we will contact individuals who reported this to us, to let them know what action we will be taking.

### **How will CIISA protect this information?**

CIISA is committed to keeping safe all personal information we receive. We will design our services with this principle in mind and will have dedicated resources to look after CIISA's information security and privacy. Access to individual case records will be limited, permission-based, and monitored via strict auditing procedures.

### **What happens after a report is made?**

Every valid report CIISA receives is important in building up insight on its Standards. We will record the report, creating a unique reference. People will be given this reference number to access the secure online portal, where they can track progress of what we are doing next and receive updates and communications (where applicable).

CIISA will look to classify every report received to the relevant aspect of our Standards. What we may be able to do next will depend on the issues and context raised in each report.



CIISA will review and cross-reference every report we receive with our existing database. This will help us understand and identify any trends (such as large volumes of complaints about a certain issue, organisation or individual) and help us decide if we should take any further action.

#### **What if somebody gives false information to CIISA?**

CIISA will take steps to ensure our reporting data is accurate and is not influenced by misleading/false reporting. We will carefully analyse the details of reports alongside cross-referencing with our database or other relevant information. We will ask individuals to provide us with information that supports their concerns.

We will assess and grade each report (including the source and evidence/information given) for reliability and content. This grading will enable CIISA to determine how to proceed and whether it is possible to process the information.

If CIISA considers that a report given to us is false or misleading, we will delete the report immediately and take no further action on it. Should we later identify (or become aware) that a report was false or misleading, we will discontinue any action we have begun.

## **Signposting and referrals**

CIISA's staff will initially review each report or enquiry to understand the issues and how we might be able to assist. This may lead to several potential activities in the first instance.

### **Signposting**

CIISA will look to see if there is any relevant organisation, process or other avenue that is available to the individual, that can address the issue or concern in question. This will include reference to any available legal route, and any relevant time limits associated with taking legal action.

Where there is a suitable alternative avenue available, we will give information and details of how the user can access this route within our decision.

### **Referrals to expert resources and specialist support**

CIISA will look at whether the person reporting a concern would benefit from being signposted to external resources that can support them. This could include support for bullying, harassment or discrimination from a specialist service, or access to advice from a relevant trade union, membership body or charity.

Where this is needed, we will look to put the individual, in contact with any specialist support or (where there is consent) arrange for the individual to be referred to a relevant third-party service.



### **Referrals to the police**

CIISA's staff will look to identify any concern where a potential criminal offence may have occurred. In such cases, we will discuss this with the individual to provide them with help and support on how they can discuss this further with the police, and where to get further expert advice.

### **What support would CIISA give to an organisation, production or project at this step?**

CIISA will also look at how we can provide support to a creative industry organisation, production or project seeking advice on handling an employee concern, or how CIISA's Standards may apply in practice within their business. This may include signposting or referrals as above.



## Step 2: Insight Reports

As part of our role to monitor and benchmark progress and share insights, CIISA will begin to capture the insight it is receiving from our Reporting Service (Step 1) to build up a picture of intelligence. In Step 2, CIISA will look at how we can use this insight to report on what we are seeing.

CIISA will also look to use key data from other sources alongside our own data (eg relevant surveys or research), to help build a comprehensive picture and also identify any systemic themes or issues.

As this insight builds, CIISA will begin to publish reports using non-identifiable data:

- **Issue/thematic reporting:** reporting when CIISA has seen a specific theme or trend within its work that is notable. This would include specific recommendations (either sector or industry-wide) on how the issue in question could be addressed.
- **Sector-specific reporting:** focusing on how a particular sector is doing in meeting the Standards and/or specific themes or approaches occurring in the sector. Again, this would include sharing of best practice seen within the sector.
- **An annual report** that includes data on the Standards, highlighting what CIISA has seen in our work and progress being made by sectors. This will include CIISA's best practice examples, and progress made to embed the Professional Standards work across the creative industries.

### Will CIISA use this insight to support organisations, productions and projects directly?

Yes, CIISA will work with individual organisations to confidentially share relevant, high-level details from our work that are directly relevant to them. This will include data on concerns reported to CIISA about them or linked organisations (eg production companies that are commissioned by a UK broadcaster). To protect the confidentiality and anonymity of CIISA's reporting process, this data will be strictly limited to macro-level data, covering:

- Number of relevant concerns reported.
- Relevant theme or category (where this does not indirectly identify individuals).
- Count of cases completed/actioned by stage.
- Outcome code (resolved, investigation upheld etc).

CIISA will not be able to issue such reporting if volume of data available is so low (ie fewer than ten reports), that disclosure is likely to indirectly identify an individual or compromise confidentiality.

### Will CIISA monitor how this insight is being used in the creative industries?

Yes, CIISA will make recommendations based on what we are seeing from our work and will issue follow-up reports to see whether these recommendations have been taken up, and whether we are seeing a positive difference to working environments.

## Next steps

CIISA will embed Step 2 to understand themes, trends, and potential demand for our remaining services. We will make refinements before considering how and when to introduce Steps 3 and beyond.





## Step 3: Early Interventions

Following on from embedding Steps 1 and 2, CIISA will then look at how we can begin to help to address and resolve individual concerns where that is possible (and where there is no other route to do so).

Overall, CIISA will look at whether we should take any further action on a report (or reports) in certain circumstances:

- When an organisation, production or project asks CIISA to assist in addressing or resolving a concern.
- When CIISA can see that there is no existing, relevant process that will address or resolve the concern.
- Where CIISA sees that there is potential to assist the parties in finding an early resolution to an issue.

CIISA will also look at whether further action is needed when we have potentially identified an emerging systemic issue or pattern of behaviour.

### How will CIISA decide what to do next?

CIISA will not be able to act on every concern raised. We will therefore assess what proportionate action could be taken by carrying out an initial assessment.

Criteria	CIISA is more likely to act if...
Does the concern raised indicate potential non-compliance with (or a breach of) CIISA's Standards?	There is indication of a significant breach or non-compliance with CIISA's Standards (or other relevant guidance/codes of practice).
Is the concern raised linked to similar concerns or themes CIISA has received (or is looking into) regarding a specific individual or organisation?	We see a pattern of behaviour of concern, particularly if the issues in question are serious in nature.
What level and severity of harm or detriment has occurred (or might occur)?	There are clear indications of serious harm or detriment, or if the matter is complex.
Does the issue raise a concern that impacts on a wider number of people?	The concern or issue raised clearly indicates a system issue, which can impact on (or affect) a wide range of people.



Criteria	CIISA is more likely to act if...
What outcomes are sought and how achievable might these be in the circumstances?	<p>There is evidence that CIISA can realistically achieve an outcome that will address the issues and resolve the matter.</p> <p>There is evidence that the working relationship in question may be repaired through taking specific action.</p>
Are there any factors that may prevent CIISA from taking any further action?	We are able to obtain the evidence we need to look into the matter fairly and arrive at an impartial, evidence-based decision.

## What might happen next?

CIISA staff will look carefully at the report (alongside any other insight) before deciding. In this Step, this could include taking No Further Action, deciding to carry out an Early Resolution or issuing a Standards Notice.

### No Further Action

Not every concern that CIISA receives will require any further action or indicate that there is a potential breach of CIISA's Standards.

If the concern in question does not meet our criteria, our staff will inform the individual in question, alongside providing any signposting advice or support.

CIISA knows that, for some, not taking matters further will come as a disappointment. We will recognise the time and effort that people have taken, and make clear that every report we receive will add value, by helping us build detailed insight into how the creative industries are embedding the Standards.

### Early Resolution

Where appropriate (and where the person reporting the concern gives consent), CIISA staff will carefully consider whether there is any opportunity to carry out a quick intervention that looks to resolve the matter. This is important, as we will always look to ensure emerging concerns are addressed quickly, and mutual outcomes are provided that stop a concern from escalating.

This is more likely to occur where the issues raised are potentially less serious, are not connected to a systemic issue or do not appear to be part of a pattern of behaviour, and it is clear that – with appropriate intervention – the issue can be addressed quickly.



### Standards Notice

If CIISA assesses that a potential breach of the Standards has been reported that meets our criteria, we may decide to issue a Standards Notice to the relevant responsible organisation, production or project concerned with or connected to the issues in question.

A Standards Notice is designed to give notice to those who have responsibility or accountability for addressing the issues raised. It helps to raise awareness and to ensure the relevant organisation, production or project looks into the potential issue(s) and looks to address and resolve them.

This is more likely to occur when CIISA has received several credible reports that indicate a potential pattern or theme is emerging. It may also occur in an individual case if there is indication that the matter is sufficiently serious (or there is an ongoing risk of negative impact).

A Standards Notice will be issued in strict confidence to the organisation, production or project concerned, unless it should be shared with the individual (or individuals) named in the report where this is appropriate. It will describe the relevant CIISA Standard (or Standards) covered by the report (or reports) in question, alongside all relevant details that CIISA is able to provide about the information received.

The level of information given will be dependent on the individual nature and context of the reporting, alongside whether the individual (or individuals) who made the report consents to being identified. If consent is not given, CIISA will provide as much relevant non-identifiable information as possible.

A Standards Notice **is not a decision** that a breach of CIISA's Standards has occurred, but rather that there are indications of a potential breach that need to be explored further. In most cases, CIISA will recommend that the organisation, production or project agrees to look into the issues in hand and carries out its own local resolution or activity that will review what happened and take action to bring about a positive outcome.

If the organisation, production or project agrees to explore this further, CIISA will ask for periodic updates on progress. Should the issues be addressed, we would record that outcome and close the relevant Standards Notice as Resolved, monitoring any further reporting that comes in.

Should the organisation, production or project not carry out any local resolution, CIISA would engage further to understand the position. In some cases, it may not be appropriate for the organisation, production or project to carry out any further activity (eg the issue was misreported or had been resolved already). In such cases, CIISA would record the Standards Notice as Closed.

In addition, should an organisation, production or project not respond to CIISA's Notice, CIISA may leave the Notice open as Not Resolved.

### Will CIISA publish details of a Standards Notice?

CIISA will not publish details, as this is a confidential process. However, should CIISA see a pattern of concern (eg an organisation repeatedly chooses to ignore a Notice or not respond fully), we may publish that an organisation has not responded to a Standards Notice. That would not provide details that would identify any individuals.

### Next steps

As with Steps 1 and 2, CIISA will allow early intervention work (Step 3) to embed before looking at introducing Step 4.



## Step 4: Alternative Dispute Resolution

In this Step, CIISA will introduce new action that staff may consider when they are carrying out an initial assessment of a concern (or concerns) that has been reported. This focuses on CIISA offering confidential dispute resolution services to bring the parties together and find mutually agreed solutions to an issue.

CIISA would consider this in cases where there is no existing, relevant process that could help resolve or address the issues.

### Mediation

CIISA's staff will look at whether there is scope for the issues in question to undergo mediation with the consent of the parties involved. This will be relevant to situations that have potentially led (or are leading) to a breakdown in the working relationship/environment, but there is a possibility for reconciliation via specialist third-party mediation.

Mediation can take place only if the parties to the concern consent to this route and are happy to participate in a non-anonymous process. CIISA will first explore this option with the individual who has reported the concern. If the individual (or any party) does not agree to mediation, we will then consider whether to take any other action.

CIISA would notify the parties of a potential scope for mediation, as a recommendation in a relevant Standards Notice.

### Can an organisation, production or project ask for a mediation?

Yes. This might be useful when an organisation, production or project would like to see if an independent mediation service from CIISA can resolve an issue that falls within its HR process. Individuals may ask CIISA to do this too.

CIISA will consider such requests in line with our existing resources and capacity. If we agree to conduct a mediation, a fee will be payable by the organisation, production or project to access this service.

### Mediation process

If there is agreement for CIISA to carry out a mediation, our staff will pass the case to CIISA's qualified panel of registered Mediators.<sup>1</sup> A Mediator will talk the parties through the process, outlining what will happen and what to expect.

Mediation will follow a standardised, confidential process aimed at bringing the parties together to seek a solution. Mediation will take place via the Mediator, who will facilitate constructive dialogue using established mediation techniques. This ensures all parties are listened to and can put

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<sup>1</sup> Such Mediators must also be registered with the Civil Mediation Council. As CIISA develops, it plans to train/recruit in-house Mediators, to enable it to be fully responsive and agile to mediation activity.



their experiences and views across, with the aim of working towards mutually agreed resolutions alongside reflective learning actions at an individual and organisational level.

The Mediator will ensure that each individual gets access to relevant support for the mediation process. This could be a partner, family member or friends, or another relevant representative (a mediation advocate). The Mediator will ensure there is agreement about who is attending and the overall process.

At the end of the process, the Mediator will confirm whether there has been a satisfactory resolution to the issues. In CIISA Mediations, the Mediator will create a short summary report that captures any settlement agreement and agreed learning points arising from the process. CIISA would close the Standards Notice as a Mediated outcome.

### **Will CIISA publish the outcomes of Mediations?**

No, to preserve confidentiality of all the parties, CIISA will not publish Mediation outcomes. In any event we will ensure individuals have access to relevant advice, before agreeing to any settlement agreement. CIISA may publish anonymised learning points from our mediation work to build a better insight into relevant workplace behaviours and what causes them.

### **What if a Mediation is not wanted, or it fails?**

Should the parties not agree to a Mediation, or should there be no agreement at the end of the Mediation, CIISA will then consider what further action or recommendations may be taken in line with our available services. If this is not appropriate, we will close the Notice as Not Resolved.

## **Arbitration**

CIISA may also give the parties the option to participate in a CIISA-led Arbitration process. This may be appropriate in cases where there is less likelihood of reconciliation or mutually agreed outcome, but there is clear scope that the case would benefit from a binding dispute resolution process from an independent third party.

This approach would be beneficial for concerns where an established pattern of behaviour is not apparent, and/or there is a small number of parties involved with no indication that the issues in question may impact on a wider group of people.

If there is agreement to carry out an Arbitration, CIISA will then pass the case to one of CIISA's qualified panel of registered Arbitrators. An Arbitrator will then work with the parties to agree a relevant arbitration agreement, that will cover how the Arbitration will proceed.

Each Arbitration will be different, to match the circumstances. It may involve hearings/meetings, or be based on documentary evidence alone. At the end of each process, the Arbitrator will issue a ruling and any recommendations made to resolve the issue in hand.



**Will CIISA publish details of Arbitrations?**

No, Arbitrations are a confidential process. CIISA may look at publishing anonymised learning points from our arbitration work, where this is helpful.

**Next steps**

At this step, CIISA will review the demand and use of these alternative dispute resolution services before considering any further steps.



## Section 3: Independent Investigations

This section covers Step 5: the final proposed phase of CIISA's services. It focuses on how CIISA may investigate individual cases where there is no other suitable route available, or upon request from an organisation, production or project.

Investigations would be used only to address serious and complex cases. CIISA would introduce this service only **once we have carried out extensive design work to meet all legal and procedural requirements**.

This step also covers CIISA carrying out a Culture Review. This is when CIISA may be asked (or recommends) to carry out an independent review into an organisation, production or project's overall working environment and culture in light of concerns raised.

### CIISA-led Investigation

In certain exceptional cases, CIISA may propose to carry out a confidential, evidence-based Investigation into issues, and reach findings based on a balance of probabilities. An Investigation would cover a specific concern (or concerns) raised about the behaviour of an individual (or individuals where appropriate).

Any proposal to investigate will be considered and approved by CIISA's Board.

An Investigation would take place only if:

- An organisation, production or project asks CIISA to carry out an independent investigation to address or resolve the concern(s). OR
- When CIISA identifies that there is no existing, relevant process that would be able to address the concern(s) in question.

### In what circumstances would CIISA carry out an Investigation?

CIISA would carry out an Investigation only in the most complex and serious cases where there is no alternative route available. This may be relevant where there are indications that one or more of the following are relevant:

- CIISA's Standards have been significantly breached.
- There is a degree of potential harm linked to the issues raised.
- There is likelihood that the potentially harmful behaviour is continuing (or will continue) and an Intervention is required.
- There are patterns of related harmful behaviour spanning different organisations, productions or projects (and/or across different sectors).



- There is likelihood that the issues raised are likely to impact (or affect) a wider group of people.
- There is clear need for an independent investigation to review evidence and (where appropriate) ensure there is accountability.

### **What happens if an organisation, production or project asks CIISA to investigate?**

In such cases, CIISA will need to see that the parties have given their express consent to this, or that the option of referring an investigation to an independent third party is provided for in the organisation's employment policies or relevant contracts.

CIISA will consider such requests in line with our existing resources and capacity. If we agree to this, the organisation may be required to pay for the resources needed to carry out the investigation.

### **Who would carry out the Investigation?**

CIISA will instruct an independent qualified investigatory service (eg a law firm or professionally trained investigators – the Investigator). The Investigator will be instructed on the basis that they have no conflict of interest and can carry out an independent investigation on CIISA's behalf.

The Investigator will look closer at the issues and assess whether an Investigation may be suitable in the circumstances. While CIISA is not carrying out a legal determination, it is important that our investigations comply with procedural fairness rules and align with natural justice principles where this is relevant.

When considering whether an Investigation is suitable, CIISA will always look at whether there is a reasonable prospect of carrying out a fair, impartial investigation.

If the Investigator does consider that an Investigation is suitable, the Investigator will put forward a Proposal to Investigate for approval by CIISA's Board. Once approved, CIISA would issue a Proposal to Investigate to all the relevant parties.

### **What process will the Investigation take?**

Overall, CIISA's appointed Investigator will carry out the Investigation. Each case will be different, but the process will involve CIISA gathering evidence from all parties (and other sources) to establish what happened, against what should have happened.

CIISA would then prepare an Investigation Findings Report, which is shared with the parties and then considered by an Adjudication Panel, which will review the evidence, decide on the case and make recommendations (where appropriate).

CIISA would consider this route only if the issues raised in the complaint (or where it becomes clear during the Investigation) are significantly serious and complex to justify the need for this approach, and where it is possible that the recommendations issued may have significant impact on an individual.





### **What is an Adjudication Panel?**

An Adjudication Panel will consist of three independent Adjudicators drawn from a CIISA-approved pool of diverse and representative individuals recruited for their regulatory, employment law or creative industry experience.

The Adjudication Panel will sit to review the evidence gathered in an Investigation and make a finding on the issues presented and (if the complaint is upheld) make appropriate recommendations aimed at addressing the identified injustice as set out in its findings.

All Adjudicators will be required to declare they have no conflict of interest in the case before agreeing to join a specific Panel.

Adjudication Panels will be supported by CIISA staff solely in an administrative capacity (eg by arranging any required hearings). Where appropriate, Panels will also be supported by an independent legal adviser in their decision-making.

### **What support will CIISA provide people during an Investigation?**

As an independent authority, CIISA will make sure everyone is supported. This includes people who are subject to a concern. We will ensure people have access to supportive resources and are kept fully informed and engaged in the process.

CIISA's process will focus on restorative justice techniques, which focuses on addressing harm and conflict by focusing on the needs of all parties involved.

### **Can CIISA make sanctions via an Investigation?**

CIISA cannot make legal determinations or impose sanctions. Instead, CIISA will make recommendations that are focused on restorative justice and reflect the scale and severity of the behaviour in question. CIISA will look to make recommendations that aim to repair harm, restore relationships (where possible), and help to identify ways to help educate individuals in a constructive manner.

CIISA's Investigations will look at why things happened and what factors caused them, so CIISA can make wider-reaching learning recommendations on how incidents can be prevented.

In most cases, CIISA will look at ensuring people take accountability for their behaviours, and allowing people to be heard about what impact their behaviour has had on them (and others), while also focusing on actions that seek to educate and support.

For example, CIISA could recommend putting in place a Behaviour Warning (ie people are warned that any repeat of the behaviour in question will result in further action being taken, leading to stronger sanctions) or that they are supervised in working environments, attend awareness training or other activity that focuses on the individual recognising the impact of their behaviour, and taking action to prevent it from happening again.



### **Will CIISA be stopping people from working in the creative industries?**

This is not an area of focus for CIISA. Instead, most cases will look at balancing accountability with learning and onward prevention, via a confidential, evidence-led investigation process.

As a last resort – for example, in cases where CIISA has seen patterns of significant and seriously harmful behaviour that has negatively impacted on a number of people – CIISA may publish the outcome of the Investigation to highlight that impact. In serious cases, CIISA may refer the matter to a relevant public authority (eg the police) where it is in the public interest to do so.

### **How will CIISA monitor whether people are acting on its recommendations?**

CIISA will monitor every recommendation that is made, to ensure it is acted on. If it is not, we may take action against an individual or organisation, production or project that:

- Fails to respond to a Standards Notice or any recommendation or other action CIISA has directed within our due process that has specific bearing on them.
- Continues (or repeats) behaviour or other activity in breach of CIISA's Standards as established via CIISA's services.
- Subjects an individual involved or connected with the outcome of CIISA's service (eg the person who reported the concern(s) or a witness) to a detriment (through either action or inaction) because of their involvement or because they raised a concern (victimisation).

In such circumstances, CIISA will consider what appropriate action should be taken to address the issues. This may include publicising the non-compliance on our website or referring the matter to a relevant statutory regulator (or other authority) who has relevant powers to examine the issues further.

### **Independent Culture Reviews**

CIISA may carry out a Culture Review (or inquiry) into an organisation, production or project with regard to understanding and addressing systemic concerns raised about their working environments and culture that have relevance to the Standards.

### **When might this kind of review be needed?**

Such independent reviews are often instigated when a concern (or series of concerns) has been raised about an organisation, production or project, that may highlight a systemic issue or theme that may be affecting the workforce more broadly.

Usually the organisation, production or project will ask CIISA to conduct this review. However, in certain circumstances, we may recommend that the organisation, production or project agrees to a Culture Review taking place as part of our Standards Notice process.



### **How does this differ from an independent investigation?**

An Investigation is designed to address concerns made about an individual (or individuals), by gathering evidence to establish what happened, to address whether individual behaviour has fallen below the Standards.

A Culture Review is not a formal investigation. It is designed to cover a wider range of issues relevant to assessing what might be happening in the organisation, production or project regarding its working environment. This is likely to occur where concerns have been raised about the wider culture.

Culture Reviews often examine aspects such as how managers and senior leaders approach embedding safe and inclusive working environments and culture, and what policies, processes and training are in place to do that. It is likely a Review will cover the Standards, which can include what mechanisms are in place for raising concerns, and what confidence staff have in using them.

### **What is the process for a Culture Review?**

At the start of any Review, CIISA will engage with the organisation, production or project to agree Terms of Reference, which will set out what areas CIISA will explore, how CIISA will approach obtaining evidence and feedback to address those areas, and how long things will take.

Each Review will be tailored to the individual circumstances, so the approach can and will differ. A Review will often include a desk review of documents that provide insights into the organisation, production or project's workplace culture, alongside speaking to those who work in (or with) the organisation, production or project (interviews, focus groups, surveys) and analysing other feedback (eg staff survey data, sickness and absence, attrition levels).

CIISA will keep the organisation, production or project informed of progress throughout the Review, and will present it with a draft report with recommendations. At the completion of the Review, CIISA will make our report (or a summary) available publicly.



## CONTACT DETAILS

[info@ciisa.org.uk](mailto:info@ciisa.org.uk)

**Registered address:**

22 Wycombe End, Beaconsfield,

Buckinghamshire,

HP9 1NB, United Kingdom



# CIISA

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