

# EMPOWERING CREATIVITY BY PROTECTING PEOPLE.

CIISA CORPORATE STRATEGY 2026-2029



**CIISA**

The Creative Industries  
Independent Standards Authority

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# Chair's Introduction



**Baroness Helena Kennedy KC LT**

The UK's creative industries are a remarkable national asset – driving growth, shaping our global reputation, and supporting millions of jobs across the UK.

CIISA's mission is to help the creative sector effectively protect and support the people who are so vital to its success.

The Board has worked closely with the executive team as it has developed this three-year strategy. We have tested its ambition, challenged its assumptions, and ensured it is focussed on delivery.

Safe and inclusive working environments are essential to a stronger, more productive and more globally competitive creative sector. This strategy positions CIISA to support much-needed change in workplace culture, by establishing clear and consistent standards, strengthening accountability, and building trust across the industry.

The Board is encouraged by the growing alignment across government and industry on the need for action, and the recognition of CIISA's vital role in breaking the cycle of harmful behaviour in the sector.

But we are also clear that CIISA, as an independent, industry-funded body providing services for the benefit of all, needs the sector to come with it in delivering the change so urgently needed.

This cuts two ways: CIISA must continually demonstrate its value and ensure it is meaningfully engaged with the sector it serves, and the Board welcomes the commitment to doing so in this strategy. In turn, the industry must support CIISA with the advocacy and stable income required for delivery of its essential services.

Through this groundbreaking joint endeavour, there is a real opportunity to address long-standing challenges, drive positive change and to support the continued growth and global leadership of the UK's creative industries.

What we need is strong support and I sincerely hope you will join us in this important work.

# Our Vision and Purpose

## Protecting creativity and the people who power it

The Creative Industries Independent Standards Authority (CIISA) is the industry-backed, independent standards authority for the UK's creative sector. Currently operating across music, film, television and theatre, CIISA exists to set clear and consistent expectations for behaviour and support accountability where those standards are not met.

### CIISA's Purpose

We work to improve and uphold consistent standards of behaviour across the UK's world-leading creative industries.

# CEO Foreword

by Jen Smith



The UK's creative industries are one of our most prolific success stories. They contribute £124 billion to the economy, support more than two million jobs, and shape how the UK is seen around the world.

Alongside extraordinary creative success that regularly sees UK talent celebrated on the world stage, the Government's Modern Industrial Strategy has prioritised the sector as a driver of economic growth. It aims to make the UK the world's number one destination for creative investment and innovation by 2035, setting out bold targets to increase annual investment in the sector from £17bn to £31bn while boosting regional growth and creating thousands of jobs.

It's an exciting moment of opportunity. But our success depends on our people.

Freelancers, crews, performers and artists, technicians – ours is a workforce built on talent, skill and creativity. The sharp-edged power imbalances that characterise the creative industries – seen in the high-pressure environments, strong personalities with high

public profiles, largely freelance workforce, and complex lines of accountability – has contributed to a persistent problem with bullying, harassment and discriminatory behaviour. This is deeply detrimental to creating a positive work culture.

To create sustainable growth, we must take better care of the people who make the sector so successful - right across the UK.

This is what drives CIISA: protecting creativity and the people who power it.

We know there is a working culture that often enables deep-seated problems, and that these have gone on for far too long.

Bectu's 2025 Big Survey of more than 5,500 workers found that 71% think behaviour that wouldn't be acceptable elsewhere is still tolerated in the creative

industries. More than six in ten have experienced or witnessed bullying or harassment. And for those already underrepresented in our sector, it's worse - affecting 69% of women, 72% of disabled workers and 63% of global majority workers in the past year alone. The Musician's Union in its 2024 census found that 33% of women reported being sexually harassed while working as a musician.

The impact of this is stark. CIISA's 2025 Growth Through Accountability report found that workplace conflict in the creative industries results in £1.8 billion of lost productivity and growth each year and impacts around 700,000 people. The report demonstrated 1.4% additional creative industries GVA that could be unlocked through more effective proactive interventions.

Successive Select Committee inquiries into misogyny in



Unlocking Growth Through Accountability, published by CIISA in 2025 revealed that workplace conflict in the creative industries results in £1.8 billion of lost productivity and growth each year.

music, and in film and high-end television, have been clear that change in workplace culture is long overdue, and they recommended that the industry urgently get behind CIISA as the best way to drive that positive change. There has been similar recognition for CIISA's work across the policy landscape, with CIISA referenced in the Government's Creative Industries Sector Plan, in Baroness Hodge's Independent Review of Arts Council England, and in the BBC Royal Charter Review public consultation. We know that better working cultures are essential to the growth, resilience and global competitiveness of our creative industries.

CIISA offers the practical solutions that leaders, individuals and

organisations across the sector have asked for. An independent body which people can turn to for advice; giving them the confidence that they will be listened to and treated fairly. That assistance can be life-changing – and means people can focus on their work, their creativity, and their careers feeling safe and supported. For the sector it helps to protect the reputation and standing of the UK as the best place in the world to make creative work.

CIISA's work reaches across the UK, augmenting existing structures in a positive way. The CIISA Standards represent a fundamental shift from fragmented approaches to unified accountability. Over the next three years we will work with partners across the sector and

in Higher Education to embed this consistency of approach and drive measurable cultural change. In creating tailored and practical guidance and resources to support this work, we aim to benefit the sector as a whole.

We will soon begin the rollout of our Independent Reporting Service, followed by the carefully phased introduction of the wider support and accountability services the sector has helped us shape.

Our new registration model gives organisations the opportunity to showcase their support for positive, safe working environments; and for CIISA the vital, stable and transparent funding it needs to lead the charge on transformative working practice

and reporting. We will further seek out opportunities to strengthen this work through partnerships that help us deliver impactful services to those who need them.

Outside CIISA's services, some big picture challenges and opportunities lie ahead.

As the sector contends with the ethical implications of increased use of AI, how can we ensure that the policies being drawn up to address new workplace challenges this may create – around decision-making transparency, employment practices and accountability – are consistent with the CIISA Standards, to support safe, fair, and inclusive working environments?

As the UK takes a leading role through CIISA in tackling workplace harm in the creative industries, how can we tell this story internationally and develop powerful partnerships to drive up standards more widely?

Following our breakthrough Unlocking Growth Through Accountability report into the economic impact of workplace harm, how can we work with partners across the policy landscape and the sector to bolster creative industry growth ambitions by tackling these pernicious issues more effectively?

Of course, CIISA can't do all this alone. Change on this scale takes commitment and partnership - from industry, from Government,

and from those who work across the sector. But there is real alignment around CIISA's mission and the need to act.

Now is the moment to strengthen trust, to establish real accountability, seize the clear opportunities ahead of us and deliver the change our industry has been calling for.

# This Work Matters

CIISA exists to protect creativity and the people who power it.

**PEOPLE**  
**People** are the lifeblood of the creative industries

The creative industries support 2.4 million jobs in the UK and are driven by a workforce renowned globally for its exceptional talent and skills

**ECONOMY**  
 The creative industries are vital for our **economy**

The sector contributes £124 billion GVA<sup>2</sup>, a £21.1 billion trade surplus<sup>3</sup> and is growing at a faster rate than the rest of the economy

**REPUTATION**  
 The creative industries enhance the UK's global **reputation**

The UK's world-leading arts, creativity and culture are core to our global soft power and the UK is a destination of choice for those seeking to make creative work

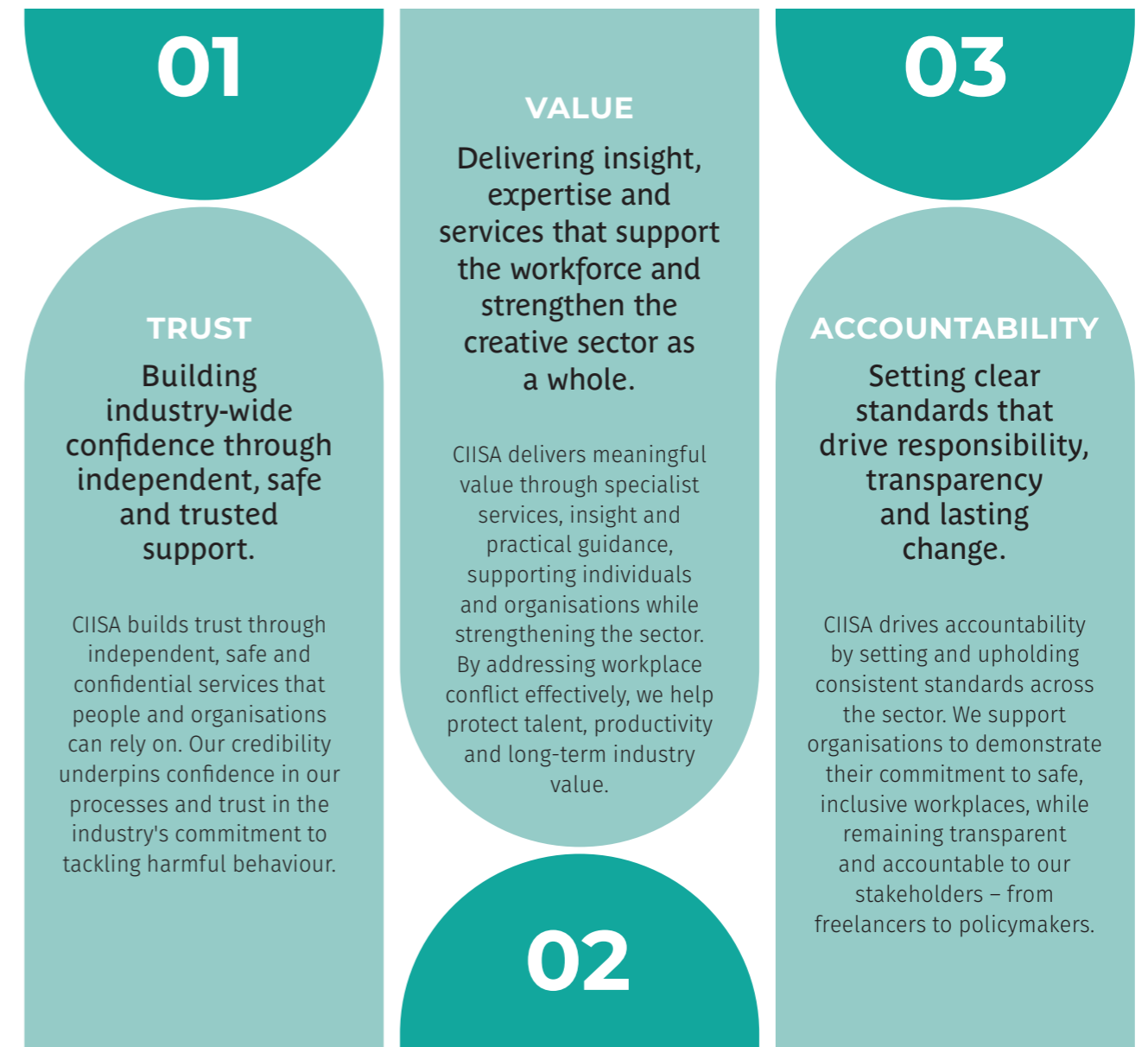
**SOCIETY**  
 Creativity strengthens our **society**

Arts, media and culture create shared experiences, encourage participation, promote greater understanding, reflect our national and regional identities and strengthen our communities

## CIISA's Strategic Pillars (2026–29)

Three pillars underpin CIISA's aims and ambitions for the 2026-29 strategic period: Trust, Value, Accountability.

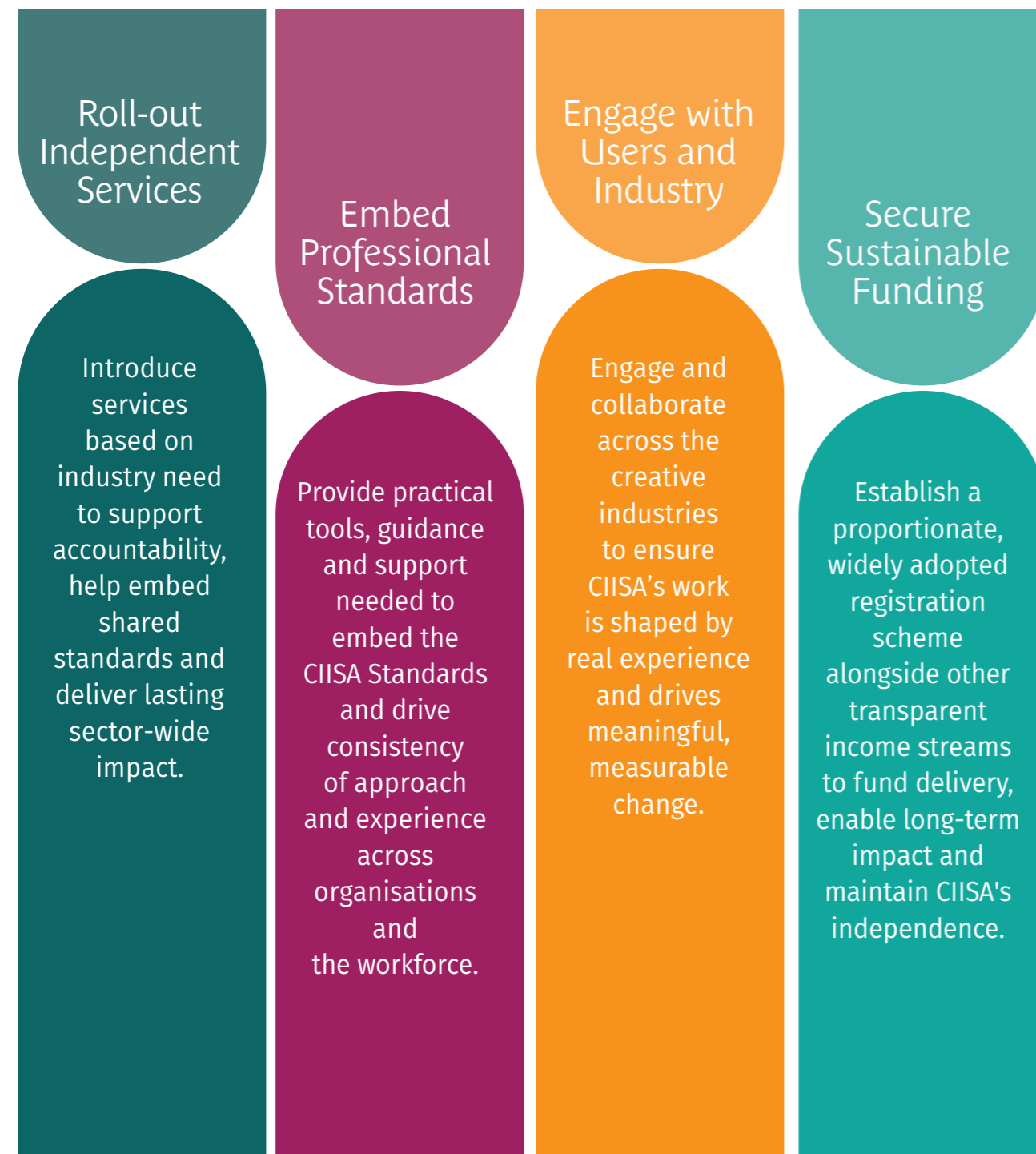
CIISA's plans for 2026-29 are bold and ambitious. By defining them within Trust, Value and Accountability, CIISA's priorities are clear: to positively impact the sector through its work while continuously demonstrating accountability to its stakeholders and the users of its services.



# Our Strategic Objectives

for 2026-29

We will:



# Our Three-Year Approach

**In Summary:**

Across the creative industries, there is a shared recognition of the need for change and an increasing commitment to professional standards and consistent practice. There is also a clear understanding of the accountability gaps that exist and a willingness to work with CIISA in closing these.

The CIISA Standards, launched in 2025, have become a key component in the drive for better practice. They set, for the first time, a unified framework that defines clear expectations for inclusive, respectful, and effective working environments.

The Standards have been widely adopted throughout the sector. Broadcasters including the BBC and ITV have integrated the Standards into their commissioning processes, the Music Managers Forum has embedded them in their certification programme and organisations across all sectors are exploring how to incorporate them into HR processes and third-party procurement arrangements.

Our three-year strategy builds on these foundations and sets out the next phase of CIISA's work: supporting the consistent adoption of the Standards and developing the systems, services, and partnerships required to underpin their widespread adoption, and bringing accountability where the Standards are breached.

CIISA will set KPIs that ensure value to the sector, accountability

to stakeholders and services that deliver measurable, sector-wide improvement.

**Year One (2026/27):** CIISA will launch its Independent Reporting service, a vital first step towards closing accountability gaps and collecting data insights. We will stabilise income, through our proportionate registration model and by actively seeking out additional income streams, and roll-out our first set of practical guidance and resources to help organisations and individuals to engage with the Standards.

We will establish Industry Stakeholder Forums and a User Engagement Panel to ensure we are engaged with and responsive to our stakeholders and users.

**Year Two (2027/28):** CIISA will provide expanded training opportunities and pursue partnerships to embed the Standards more widely, including partnerships within Higher Education. We will launch organisational assurance reviews and services including early intervention and mediation, in addition to continuing sector and user engagement. We will support

organisations in embedding the Standards into their day-to-day work: helping to improve capability and address issues proactively.

**Year Three (2028/29):** CIISA will increase its use of data to provide industry insight, expand assurance activity, and develop its approach to investigations in consultation with the sector. We will also support a wider range of organisations, while maintaining a strong focus on quality, openness and sustainability.

Through this phased approach, to the roll-out of services and support, CIISA's progress will be evident, from embedding unified Standards, to supporting their consistent application across the creative industries, reinforcing professional practice, improving sector capability, and maintaining systems and services that can adapt to evolving sector requirements.

# Objective 1:

## Roll-Out Independent Services

CIISA will introduce its services through a carefully sequenced approach aligned with building the sustainable funding required to underpin them. Services will be developed in consultation with users and the industry, with attention to building trust, managing demand, and ensuring they are informed by sector needs.

This phased approach is based on extensive engagement across the film, TV, music, and theatre sectors, ensuring that each service is launched with the appropriate infrastructure and safeguards in place.

### Key success measures

#### 2026/27 – Independent Reporting service

CIISA's priority is the initial launch of an Independent Reporting service. This will provide individuals and organisations with a confidential, accessible place to raise concerns. The service

will first ensure CIISA captures and acts on valuable insight into sector-wide themes and trends. We will then develop and grow this service to provide advice and support on concerns, and how these can be resolved.

#### Insight and Data

As reporting becomes embedded, CIISA will begin publishing sector-specific and thematic insight reports. These will highlight strengths, identify emerging patterns, and support organisations to strengthen their own practice in embedding the CIISA Standards.

#### 2027/28 – Early Intervention and Dispute Resolution

CIISA will introduce Early Intervention services, including Standards Notices, alongside Mediation and Arbitration services. These services, currently unavailable or not accessible to many in the sector, will support timely, proportionate resolution of issues and help organisations address concerns before they escalate.

Mediation and Arbitration will initially operate on a cost-recovery basis, with discounted provision available for eligible smaller Registered organisations to ensure accessibility for all.

#### 2028/29 – Independent Investigations

In 2028/29, CIISA will build its Independent Investigations function, following considered engagement and consultation with both users and industry. This service will initially be introduced at the request of Registered organisations where a need for impartial third-party oversight has been identified. These investigations will operate on a cost-recovery basis, with discounted access for eligible smaller Registered organisations. Investigations will be introduced only once earlier stages of reporting, insight and early resolution are fully embedded, ensuring a robust, fair and trusted process. We will undertake an industry consultation as part of this process.

Services will meet sector needs to add value and close gaps in provision, where these exist

## Three-Year Programme of Work: Objective 1

### Overview of activities

Introduce our proposed services in sequence to add value, monitor and manage demand and begin to generate insights and reporting on the sector's progress in embedding the CIISA Standards and tackling harmful behaviours. We will work with industry to ensure services are additive: augmenting existing provision and closing gaps where these exist.

### Key success measure

Successfully introduce, embed and evaluate each Service step ensuring they meet sector needs, add value in support and intervention work, and work effectively in line with demand.

### Key activities & estimated resource costs (£'000)

2026/27	2027/28	2028/29
<ul style="list-style-type: none"> <li>• Prioritise <b>Step 1: Independent Reporting service</b>, including procurement of technology and staff.</li> <li>• Establish <b>Step 2: Data &amp; Insight function</b> and begin to analyse and report on initial data coming through the Reporting service.</li> <li>• <b>Scope and design of Early Interventions</b> &amp; Mediation/ Arbitration service processes.</li> <li>• <b>Ongoing engagement</b> and refinement of future CIISA Investigation services.</li> </ul>	<ul style="list-style-type: none"> <li>• Expand Reporting &amp; Advice Team to ensure it is scaled to meet demand.</li> <li>• Recruit Caseworkers to manage advanced operational activity (mediations).</li> <li>• Appoint Head of Data &amp; Insight to increase analytical capacity in CIISA.</li> <li>• Deliver regular reporting on themes and trends arising from our data.</li> <li>• Introduce/trial <b>Step 3: Early Intervention service</b> (including Standards Notices) via existing Operational staff.</li> <li>• Introduce/trial <b>Step 4: Mediation and Arbitration</b> services.</li> <li>• Final scope and design of CIISA Investigations process.</li> </ul>	<ul style="list-style-type: none"> <li>• Maturity of Reporting &amp; Advice service with integrated workflows with other Operational services.</li> <li>• Continuously develop staff to meet increased demand.</li> <li>• Grow and embed a mature Data &amp; Insight function.</li> <li>• Embed ongoing research work with Economists on economic cost of workplace conflict in the sector.</li> <li>• Embed Early Intervention service. Appoint additional staff in line with capacity &amp; demand.</li> <li>• Embed Mediation &amp; Arbitration services.</li> <li>• Trial <b>Step 5: Employer- Requested Independent Investigations</b>, in consultation with the sector. Review progress and prepare for further roll-out in 2029/30.</li> </ul>
£483	£947	£1,293

# Objective 2:

## Embed Professional Standards

CIISA will embed its Professional Standards services as a central resource for the creative industries, ensuring organisations and individuals have the knowledge, tools and support needed to adopt and apply the CIISA Standards with confidence.

By supporting application of the Standards across the sector, CIISA will drive consistency of approach and expectation for safe and inclusive working environments, and contribute to lasting cultural change throughout the creative industries.

### Key success measures

#### Practical guidance and training

In 2026/27, CIISA will publish its first suite of co-developed guidance and resources, including sector-specific materials informed by the Trailblazing programme (see p.21) which collected insights from a number of organisations across the creative industries. Alongside

this, CIISA will introduce initial e-learning resources, building into a high-quality training curriculum from 2027/28 onwards to strengthen organisational capability and individual professional practice. CIISA will work with partners across music, television, film and theatre to ensure these are widely available in each sector.

This unique library of guidance, tools and training will continue to expand throughout 2027/28 and 2028/29 in response to sector need. Across this period, CIISA will seek out partnerships in the creative industries and in further and higher education to help drive long-term cultural change.

#### Organisational assessment and assurance

To support Registered organisations in demonstrating their commitment to embedding the CIISA Standards, CIISA will introduce a guided organisational self-assessment process in 2026/27. This will expand in 2027/28 to include CIISA-led Organisational Assurance Reviews, which involves CIISA staff coming

in to provide assessment on how organisations can meet or exceed the CIISA Standards. This will provide independent, practical recommendations to help organisations strengthen systems and good practice.

#### Role accreditation

During the strategic period, CIISA will engage across the creative industries to explore the introduction of a Role Accreditation Programme in 2028/29 for key roles responsible for safeguarding or with significant responsibility in implementing the Standards. This will enable individuals to work towards recognised professional accreditation and support greater consistency of good practice across the sector.

CIISA-guided assessments, assurance reviews and accreditation services will operate on a paid-for, proportionately tiered basis for Registered organisations, supporting CIISA's long-term sustainability while remaining accessible across the sector.

## Three-Year Programme of Work: Objective 2

### Overview of activities

Embedding the guidance, support and training we will offer to help organisations to consistently meet the CIISA Standards with confidence. This also includes engagement to explore whether CIISA can add-value by championing important roles in the creative industries through a Role Accreditation programme (from 2028/29).

### Key success measure

We introduce the initial suite of guidance and resources informed by our Trailblazing programme in 2026/27 and continue to add to this library via sector and role specific guidance (in line with user needs). We introduce initial e-learning training in 2026/27 and build on that from 2027/28 onwards by building a high-quality training curriculum and engaging partnerships throughout the sector.

We will introduce services for Registered organisations to self-assess their capacity to meet the CIISA Standards. In 2026/27 this will include access to a CIISA-guided assessment process, expanding in 2027/28 to a CIISA-led Organisational Assurance programme.

We will engage with relevant stakeholders to explore introducing a paid-for Role Accreditation Programme in 2028/29.

### Key activities & estimated resource costs (£'000)

2026/27	2027/28	2028/29
<ul style="list-style-type: none"> <li>Recruit a Head of Professional Standards alongside a Resources Manager.</li> <li>Deliver initial suite of resources (guidance, peer learning networks, template policies etc.) alongside initial e-learning training.</li> <li>Provide support via guided organisational assessment process.</li> </ul>	<ul style="list-style-type: none"> <li>Expand team by appointing a Training Manager.</li> <li>Build of Advanced Training programme and expansion of resources in line with user need.</li> <li>Introduction of CIISA-led Organisational Assurance programme.</li> </ul>	<ul style="list-style-type: none"> <li>Embed a fully mature Professional Standards function, providing multiple services regarding training, resources, and CIISA-led Organisational Assurance reviews.</li> <li>Recruit an Accreditation Manager to explore development of a Role Accreditation programme.</li> </ul>
<b>£164</b>	<b>£189</b>	<b>£235</b>

**CIISA will drive consistency of approach and expectation for safe and inclusive working environments**

# Objective 3:

## Engage with Users and Industry

CIISA will build trust by ensuring its work is continuously informed by the experiences, priorities and expertise of organisations, practitioners and the wider workforce.

By building new channels for dialogue and collaboration, CIISA will shape its services, standards and policy development in partnership with those it serves, helping to strengthen relevance, accountability and impact.

CIISA will also establish clear systems to capture insight, measure the effectiveness of its interventions and demonstrate how stakeholder feedback directly informs decision-making. This will include regular opportunities for stakeholders to review progress and outcomes.

CIISA will also engage with creative industry sectors outside its current

scope, including but not limited to games, publishing and heritage, to understand need and capacity and how CIISA may add further value.

### Key success measures

#### Structured engagement and accountability

From 2026/27, CIISA will establish Stakeholder Industry Forums and a User Engagement Panel, providing regular, structured opportunities for dialogue, challenge and collaboration that will shape CIISA's work and hold it accountable for progress. We will ensure this is informed by good practice across other Standards Authorities to provide meaningful dialogue while maintaining CIISA's independence.

#### Targeted outreach and inclusion

CIISA will continue proactive engagement across all creative industry sectors, with targeted outreach to freelancers and under-represented groups to ensure

diverse voices help inform service design, standards development, and delivery.

#### International learning and collaboration

Throughout the strategic period, CIISA will strengthen international engagement through its Community of Practice, enabling shared learning, alignment with global standards and the exchange of emerging good practice.

#### Impact

CIISA will remain a responsive, trusted and sector-led organisation driving meaningful, measurable improvement across the creative industries, informed by collaboration, openness, and continuous feedback.

CIISA will shape its services, standards and policy development in partnership with those it serves

## Three-Year Programme of Work: Objective 3

### Overview of activities

Introduction of additional formal engagement mechanisms for Stakeholders (including those who may use CIISA's services) to capture feedback and ensure it is incorporated into our governance framework and used to inform our services.

### Key success measure

From 2026/27, working with industry, we will develop Stakeholder Industry Forums, a User Engagement Panel and other effective routes for industry engagement and dialogue. We will also carry out a comprehensive engagement programme with organisations and the wider creative industry workforce (particularly freelancers and under-represented groups).

We will continue to develop CIISA's International Community of Practice by providing Secretariat support to this network.

### Key activities & estimated resource costs (£'000)

2026/27	2027/28	2028/29
<ul style="list-style-type: none"> <li>Creation of Stakeholder Industry Forums a User Engagement Panel and sector-specific engagement.</li> <li>Secretariat support to these forums.</li> <li>Extend our outreach engagement programme across the creative industries to raise awareness of our work.</li> </ul>	<ul style="list-style-type: none"> <li>Full year of running regular Stakeholder Industry Forums and User Engagement Panel meetings.</li> <li>Demonstrate accountability and learning by reporting on feedback and how we have used it (including via the Annual Report).</li> <li>Expansion of outreach to meet scale across sectors.</li> </ul>	<ul style="list-style-type: none"> <li>Expansion of Forums and Panel to deliver a mature and effective Stakeholder/User Engagement cycle.</li> <li>Growth of outreach programme to meet demand.</li> <li>Expansion of Stakeholder Engagement team via appointment of a Stakeholder Engagement Officer.</li> </ul>
£138	£128	£224

# Objective 4:

## Secure Sustainable Funding

The Register With CIISA scheme, launched in April 2026, will enable organisations across the creative industries to demonstrate their commitment to embedding and upholding the CIISA Standards in everyday practice. The scheme establishes an open, sustainable, industry-funded model developed through meaningful engagement with the sector and in line with peer standards authorities across other industries.

The Registration framework will be proportionate and accessible, reflecting the diversity of organisations working across the creative industries and enabling participation from organisations of all sizes. It is designed to provide the long-term stability of funding needed to deliver high-quality services and the consistent adoption of the CIISA Standards, while maintaining CIISA's independence.

A clear and straightforward Registration process will support organisations to visibly demonstrate their commitment to safe, respectful and inclusive working cultures. It sends a powerful signal to workforce, partners and funders that harmful behaviour will not be tolerated. Alongside Registration, CIISA will explore partnership opportunities to broaden the impact of its work. During 2026-29 CIISA will establish the financial basis to support effective planning, investment in long-term delivery and focus on sustained impact.

### Key success measure

Over the strategic period, CIISA will expand and deepen engagement across the creative industries, building broad participation in the **Register with CIISA** scheme to provide the funding required for the roll-out of independent services by the end of 2028/29, alongside seeking new partnerships and opportunities to bolster its work, and strengthening sector-wide commitment to embedding and upholding the CIISA Standards.

## Three-Year Programme of Work: Objective 4

### Overview of activities

Implement a Registration process to embed an open, proportionate and sustainable funding model to support the range of services that benefit the sector and its workforce. Main activities include the creation of a Registration/Business Development team that will be responsible for enrolling new organisations across the creative sector and seeking out new partnership opportunities to bolster CIISA's impact.

### Key success measure

CIISA depends on stable income to deliver the vital services required by industry. Its funding success will be measured by the ability to roll-out phased services through the period, in line with the strategic plan. We will also measure the impact of strategic partnerships that help broaden CIISA's footprint and drive meaningful change in the wider sector.

### Key activities & estimated resource costs (£'000)

2026/27	2027/28	2028/29
<ul style="list-style-type: none"> <li>Appoint a Head of Business Development to lead on enrolment.</li> <li>Create efficient invoicing and payment processes.</li> <li>Develop online Directory of Registered Organisations.</li> </ul>	<ul style="list-style-type: none"> <li>Embed Registration engagement and expand team to meet scale.</li> <li>Make further enhancements to Registration payment process.</li> </ul>	<ul style="list-style-type: none"> <li>Grow Registration numbers and explore opportunities for collaboration across the wider sector.</li> <li>Procure &amp; develop fully integrated online, searchable Directory.</li> </ul>
<b>£85</b>	<b>£143</b>	<b>£235</b>

CIISA will build broad participation in the Register With CIISA scheme and seek new partnerships and opportunities to bolster its work

# Supporting Activities

To deliver its Strategic Objectives effectively, CIISA will continue to invest in the people, systems and governance required to operate as a mature, open, and accountable organisation.

This includes attracting and sustaining a skilled permanent team, making targeted use of specialist outsourced services such as HR, finance, payroll and technology, and continuing to invest in learning and development to strengthen the capability of both employees and the Board.

Over the three-year period, CIISA will further strengthen its governance and internal controls to support long-term sustainability and demonstrate value-for-money. Key actions include implementing a People Strategy, establishing an external audit programme, clarifying decision-making frameworks, and enhancing financial and risk management and scrutiny with the establishment of a Finance, Audit and Risk Committee.

CIISA will also continue to develop the digital, operational and administrative infrastructure required for efficient and high-quality service delivery. As the organisation matures, we will review which currently outsourced functions should be integrated into CIISA’s operating model, supporting organisational stability and a well-supported, resilient workforce.

By investing in strong governance, effective support services and organisational capability, CIISA will be well positioned to deliver its strategic ambitions and be a credible, trusted, independent body at the heart of the creative industries.

Our priority throughout the period is to demonstrate operational transparency, financial accountability and value-for-money in delivery.

**Our priority throughout the period is to demonstrate operational transparency, financial accountability and value-for-money in delivery**

Key Activities		2026/27 (£'000)	2027/28 (£'000)	2028/29 (£'000)
Staffing		£500	£516	£548
Board	5 non-executive directors	£148	£148	£148
Office Space	Taking office space during 2026/27, with increasing costs as staff base grows	£84	£169	£225
Insurance	Including professional indemnity from mid 2026/27 with insurance likely to increase as services grow	£50	£97	£98
Consultancy & Professional Fees	Including audit, plus legal and research fees not provided for elsewhere, with increasing costs as services grow	£35	£65	£93
Outsourced Services	Additional support in HR, ICT, payroll and finance, impacted upwards by growing activities and downwards by increase to CIISA support staff in 2028/29	£34	£52	£47
Equipment & Software	Office/ICT equipment plus software costs not provided for elsewhere – varies year-on-year depending on staff recruitment	£44	£63	£59
Other	Including travel and engagement and learning and development not provided for elsewhere plus other miscellaneous costs/expenses – varies year-on-year	£47	£55	£60
		<b>£943</b>	<b>£1,171</b>	<b>£1,313</b>

# Overall Forecast Expenditure for the 2026-29 Strategic Period

	2026/27 (£'000)	2027/28 (£'000)	2028/29 (£'000)
Objective 1: Roll-Out Independent Services	£483	£947	£1,293
Objective 2: Embed Professional Services	£164	£189	£235
Objective 3: Engage with Users and Industry	£138	£128	£224
Objective 4: Secure Sustainable Funding	£85	£143	£235
Supporting Activities	£943	£1,171	£1,313
Contingency (c5%)	£93	£127	£165
<b>Total</b>	<b>£1,906</b>	<b>£2,705</b>	<b>£3,465</b>

## The CIISA Standards

- 1 Safe Working Environments
- 2 Inclusive Working Environments
- 3 Open & Accountable Reporting Mechanisms
- 4 Responsive Learning Culture

[www.ciisa.org.uk/standards](http://www.ciisa.org.uk/standards)

1 & 2 Department for Culture, Media and Sport (2025) - Creative Industries Sector Plan  
3 Department for Culture, Media and Sport (2024) - DCMS Economic Estimates: Trade 2022

# Standards into Action: CIISA Trailblazers

CIISA's focus is the prevention of harm. We do this through the CIISA Standards – setting clear and consistent expectations for everyone working across the sector, and empowering people to speak up when those expectations aren't met.

Throughout 2025 and 2026 we have worked alongside a range of organisations across the UK to put the CIISA Standards into practice.

Spanning music, film, TV and theatre, these Trailblazers have generously given their time to collaborate with CIISA. We have provided them with support tailored to their needs, helping them to embed the Standards confidently across their organisations and projects. We have connected them with peers to support the sharing of good practice, and they in turn have shared experiences and learnings with us.

Their insights have been key to the development of materials that will support the whole creative industries.

### The CIISA Trailblazers:

- BBC
- Edinburgh Festival Fringe Society
- Hallé Concerts Society
- Home Post Production
- ITV
- Metropolis Studios
- Royal Albert Hall
- Royal Shakespeare Company
- Sadler's Wells
- Sky
- Two Cities Television
- Wales Millennium Centre

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