

ciarb.

Annual Plan
2024



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Introduction

This Annual Plan sets out what Ciarb aims to deliver in 2024 for its members in line with its charitable purpose, strategy and 2024 budget.

The Chartered Institute of Arbitrators (Ciarb) is an independent, charitable professional membership organisation incorporated by Royal Charter. We have over 40 Branches around the world and members in 150 jurisdictions. From local disagreements to international disputes, we champion all aspects of constructive resolution across mediation, adjudication and arbitration.

Ciarb's purpose as set out in its Royal Charter is to:

'promote and facilitate worldwide the determination of disputes by all forms of private dispute resolution other than resolution by the court (collectively called "private dispute resolution").'

Our strategic aims are to:

1. Globally promote the constructive resolution of disputes.
2. Become an inclusive global thought leader.
3. Develop and support an inclusive global community of diverse dispute resolvers.

Raising global standards

Education and training

Ciarb's high quality education and training courses are vital for increasing capacity and raising standards globally in private dispute resolution. The number of candidates assessed by Ciarb globally has increased significantly over the last three years. We adopt a continuous improvement approach to the quality of our training and are delivering an ongoing education and training reform programme to ensure our courses meet expected high standards and remain relevant in a rapidly changing sector.

In 2024, we will:

- Maintain the same high level of enrolments in training through HQ, Branches and our training partners as in 2023.
- Implement the 2024 quality assurance plan with a focus on the changes to the award writing assessment process to ensure Ciarb standards are maintained globally.
- Continue to support the delivery of training and the development of faculty at Branches and partners.
- Launch a revised Recognised Course Provider scheme to protect global standards in line with agreed competences.
- Pilot and, where appropriate, review differentiated global pricing for assessments.
- As part of our digital first approach, commence work to implement a new Learning Management System.
- Deliver our programme of training including, most notably, the:
 - Diploma in International Commercial Arbitration virtually in May, and in Oxford in September.
 - Virtual Diploma in International Maritime Arbitration from April to June.
 - Module 1 Mediation Training and Assessment in October.
 - Joint Ciarb-IFLA (Institute of Family Law Arbitrators) training in March, September and October.

Competence Frameworks

After substantial consultation, Ciarb has established Competence Frameworks to increase transparency and clarity on the global standards represented by its postnominals.

In 2024, we will:

- Finalise the gap analysis work, assessing existing courses and assessments against the Competence Frameworks and, where appropriate, start to implement changes.
- Continue work on faculty development and training to support implementation of the Competence Frameworks.
- Start the extensive task of (re-)writing curricula and supporting materials in line with the new Frameworks.
- Implement and evaluate the new processes for obtaining Chartered designation and, working closely with the Chartered Standards Group (CSG), agree any necessary changes and develop an implementation plan to deliver appropriate changes to the process.
- Review the experienced practitioner route to membership and make recommendations for an improved process in line with agreed competences.

Promoting constructive dispute resolution globally

Ciarb engages with audiences worldwide to proactively promote the benefits and value of private dispute resolution and represent members' views when it matters.

In 2024, we will:

- Continue to build awareness and recognition of Ciarb qualifications and postnominals by strengthening existing and creating new relationships with institutes worldwide.
- Continue to represent members' views when contributing to and intervening to UNCITRAL (the United Nations Commission on International Trade Law) Working Groups II and III, as an observer.
- Improve identification and prioritisation of local, regional and global professional issues relating to private dispute resolution.
- Work closely with the President to raise awareness and encourage advocacy of Ciarb globally.
- Ensure continued focus on private dispute resolution in the UK and UK foreign policy by fulfilling our role as secretariat to the All-Party Parliamentary Group on Alternative Dispute Resolution.
- Engage with existing and future dispute resolution professionals by participating in events. This includes:
 - ICCA - working closely with the Ciarb East Asia Branch
 - Riyadh International Disputes Week
 - Co-hosting the London Pre-Moot with Fox Williams LLP
 - Sponsoring Vis Moot, Vienna
 - Sponsoring Vis East Moot, Hong Kong.

Ciarb as a global thought leader

As a global body with a diverse and multi-disciplinary membership, Ciarb is uniquely positioned to bring insight and originality to debates. In 2024, we will:

- Champion best practice by adding to our suite of Professional Practice Guidelines, developing guidance notes on:
 - AI in arbitration
 - Third party funding
 - The monetisation of awards
 - Climate disputes.
- Respond, where relevant and in the interests of Ciarb's purpose and membership, to judicial decisions and legislative developments.
- Develop and implement a strategic plan for the development of the Journal.
- Support and develop the Thought Leadership Groups by evaluating and embedding processes and procedures.
- Begin work to review and update Ciarb's Code of Professional and Ethical Conduct.

Developing and supporting our diverse global community

Volunteer strategy

Ciarb relies on over 600 volunteers to deliver value to its membership. The volunteer strategy is designed to guide the changes required to better support, empower and leverage the talent and dynamism of Ciarb members who volunteer their time and efforts to further Ciarb's aims.

In 2024, we will facilitate collaboration between a Volunteer Co-ordinator, volunteers and Ciarb staff to implement the volunteer strategy. The strategy seeks to:

- Develop Ciarb's infrastructure to support volunteers consistently.
- Reduce the bureaucracy related to volunteering, wherever possible.
- Provide enriching experiences for volunteers.
- Acknowledge and recognise volunteers consistently.

Equality, diversity and inclusion

Ciarb is committed to improving diversity in the private dispute resolution sector, within its membership and across its staff and volunteers. In 2024, we will:

- Seek to improve the equality, diversity and inclusion (EDI) data we hold and that will inform Ciarb's future plans.
- Complete an interim revision of our EDI strategy.
- Further embed our approach to EDI in our activities, including:
 - Events – ensure we maintain and improve upon diversity of our speakers and panels, and accessibility and inclusiveness for audiences.
 - Education and training – continue to proactively consider the needs of students and endeavour to meet requests for support where possible.
 - Content marketing – continue to seek diverse contributors to bring relevant and interesting insights to our wider membership.
- Work with the internal Staff Forum to develop a programme of events and training to raise awareness of and support EDI within the staff group.

Regional strategy

Ciarb's global presence is made possible by our 40+ Branches. In 2024, we will develop a regional strategy, focusing on:

- Growth and delivery of member value within regions.
- Improved provision of information and assistance to Branches.
- Facilitating collaboration between Branches in delivering member value including regional working.
- Promoting Ciarb to new audiences and identifying partnering opportunities to enhance member value.
- Developing a plan based on the recommendations from the review of Branch model funding in order to commence implementation of a revised funding model for Branches.

Events

Ciarb's events enable members to connect, network, debate key issues and share best practice. We are committed to hosting inclusive, sustainable, equitable and accessible events across a range of formats and time zones, with different themes and topics to cater to our members' needs. In 2024, we will:

- Deliver a programme of varied events through the year including:
 - The well-established Roebuck and Alexander Lectures.
 - The successful Let's Discuss series of networking events.
 - Ad hoc subject specific webinars.
 - Our Ongoing Learning programme designed to support continuous learning.
- Enable members to ask us membership related questions through dedicated virtual sessions, focusing on subjects that matter most to them.

Dispute Appointment Service

The Dispute Appointment Service connects those in need of dispute resolution with the right professionals through the right mechanisms. In 2024, we will:

- Continue to work with the Adjudication Thought Leadership Group to identify opportunities to increase the number of adjudication appointments and promote greater diversity.
- Monitor equality, diversity and inclusion (EDI) metrics for our panels and, where possible, gather additional EDI data to inform plans to improve diversity.
- Work closely with the Ciarb UAE Branch, assisting with the launch and administration of the UAE Business Arbitration Scheme.

Raising Ciarb's global profile

By strengthening Ciarb's global profile we raise awareness of our purpose, encourage prospective members to join, and shine a light on the expertise of our volunteers. In 2024, we will:

- Continue to implement the content strategy and deliver the content plan, showcasing volunteers' expertise and commenting on relevant industry news including, increasingly, from our Branch network.
- Embed Ciarb's branding across all relevant channels.
- Review our use of communications channels, aligning to strategic aims and ensuring investment in those most critical.
- Deliver content for our new website and member portal.

Essential operational support

How we deliver our work is critical to ensure we deliver our aims effectively and efficiently.

Data and insight

Our data and insight function supports evidence-based decision-making within the organisation. In 2024, we will:

- Refresh the Member Insight Panel – our online research community – to capture members' views, informing development of future products and services.
- Evaluate the Member Survey to help us improve our performance and better support our members.
- Analyse membership and other data to inform development of Ciarb's organisational strategy.
- Review market and sector opportunities for growth and development globally.

Technology

Ciarb has embarked on a significant journey to become digital first and achieve greater impact by improving its processes and procedures. In 2024, we will:

- Support our people to implement and embed new ways of working with the aim of enhancing processes and procedures to deliver an improved experience for members, volunteers and customers, and achieving greater effectiveness and efficiencies. This includes cross-organisation work to continuously improve the quality of Ciarb's data.
- Deploy new technology in Quarter 1 of 2024. This will comprise a new website, including an updated member-only area, or member portal. This will enable members to keep their contact and other information up-to-date and to access member-only information, content and offers.
- Implement a new customer relationship management (CRM) system to better manage our relationships with members, partners, Branches, volunteers, faculty and others.
- Provide an Extranet for Ciarb Branches to centrally store documentation, videos and other media, and to improve communications and file exchange between HQ and Branch Committees.
- Work with Branches to develop their dedicated web pages on the new Ciarb website.
- Start implementation of a next generation Learning Management System (LMS) to improve the learner experience. This will also bring benefits to Branches, staff and faculty involved in planning and delivering training.
- Improve our Finance and HR systems and work to automate and integrate systems as far as possible.
- Refresh our laptop technology for staff to keep it up to date with the latest security and safety features.
- Upgrade our staff training system to ensure awareness of and compliance with, for example, GDPR, cyber security and EDI. Where appropriate, this system will be extended to Branches to ensure consistency in standards across Ciarb.

12 Bloomsbury Square and Facilities

Ciarb's Facilities team maintain Ciarb's offices comprising 12 Bloomsbury Square which is used for room hire and 14 Bloomsbury Square which is for staff use. In 2024, we will:

- Implement revised room hire options and offer competitive pricing including for returning and repeat clients.
- Continue to make improvements to the room hire facilities including re-decoration, replacing furniture that has reached the end of life and generally upgrading where needed.
- Arrange for staff to be trained as fire marshals and first responders for medical emergencies.

Investing in our people

Our work is not possible without our talented, dedicated and hard-working staff. In 2024, we will:

- Develop a new People and Development strategy.
- Build on Ciarb's successful reaccreditation for Investors in People and work on development areas.
- Complete the review and update of our internal Staff Handbook, revising and, where necessary, drafting new policies.
- Embed internal values and behaviours into ways of working and key documentation.
- Develop and co-ordinate learning and development programmes for staff, managers and leaders.
- Review the effectiveness of our recruitment process including:
 - Ciarb's presence as an employer brand.
 - Evaluation of our inclusive practices.
- Develop and implement an improved approach to internal communications.
- Continue to support and engage with the Staff Forum ensuring our staff are heard.
- Review options for improving employee experience and collaboration.

Governance

In 2022 we secured approval from members followed by agreement from the Privy Council and the King in 2023 for vital changes to Ciarb's Royal Charter and Bye-laws. In 2024, we will embed the changes made and continue the programme of governance reform, reviewing our:

- Disciplinary Rules.
- Branch Model Rules (following agreement on any changes to Branch arrangements including Branch funding).
- Election procedure for President.
- Accompanying procedures and guidance.

In addition, we will:

- Embed improved risk management processes within Ciarb.
- Update the Branch Handbook to reflect the revised governance framework and update relevant templates for Branch use.
- Working with the independent Professional Practice Committee (PCC), review the system management of complaints in line with changes to the Disciplinary Rules.
- Deliver the Trustee and Presidential elections.

Legal, Compliance and Control Measures

As a charity registered in England and Wales, Ciarb must comply with charity and other legislation, and aspire to ensure best practice in all we do. In 2024, we will:

- Implement further improvements to information governance and data protection.
- Put in place improved contract management.
- Continue to regularly review and update policies and procedures.
- Review the complaints process and procedure, implementing identified improvements.
- Strengthen our approach to risk management, financial control and data security, working closely with the Audit and Risk Committee and our external and internal auditors.
- Work with Branches to improve financial control, reporting and risk management.
- Progress work on Ciarb's sustainability, including recording, reporting and improving on our global emissions.
- Assess our sustainability and produce measures and targets for improvement.

Achievements in 2023

Background

Ciarb made good progress in 2023, setting the direction for the Annual Plan 2024.

In particular, we focused on:

- Delivering and improving the quality of our globally recognised training to support members and build global private dispute resolution capacity.
- Protecting and increasing the value of Ciarb postnominals through our work on Competence Frameworks and through ensuring our Chartered designation will denote a standard of excellence, including our new designation of Chartered Adjudicator.
- Providing more opportunities for members to network, learn and share best practice through our global events and as we develop our approach to thought leadership.
- Reforming our governance following vital changes to our Royal Charter and Bye-laws approved by the King at the start of the year.
- Improving Ciarb's efficiency and effectiveness through IT transformation, data, and business change work.
- Continuing to grow our membership and its global reach including the diversity of our engagement through our events programme.
- Working more effectively with institutions, Governments and others to raise the profile of private dispute resolution and to ensure their recognition of our members.
- Ensuring our members' views are represented through our participation at UNCITRAL and through consultation responses which included, in 2023, consultations on the review of the Arbitration Act 1996, the Singapore Convention on Mediation and integrating mediation into the court process of England and Wales.

Our volunteers

We developed a volunteer strategy to enable us to support volunteering and to reduce bureaucracy on members. We have started to implement changes through improved automation of processes and are recruiting a Volunteer Co-ordinator to assist with implementation.

Our members

We currently have over 19,000 members (our highest number ever), though revocation at the end of 2023 will reduce this number.

Membership Grade	Numbers as at October 2023
Associate	5,378
Member	7,616
Fellow	5,206
Retired members	841
Professional members	19,041

The number of female members is growing twice as fast as male members. The proportion of women members has increased from 21% in 2020 to 23% as at October 2023.

There is also higher growth in the number of members aged 50 years and under, shifting the overall age profile of the membership down slightly.

We have sought the views of our members through an independent Member Survey, the results of which we will analyse and upon which we will develop a plan to make necessary changes.

Raising global standards

- Around 1,300 people completed Ciarb training via HQ between January and September 2023 and 2,382 have taken Ciarb centralised assessments.
- By the end of 2023, nearly 100 courses will have been delivered by Ciarb Branches, enabling local training.
- The most popular course in 2023 was Virtual Module 1 International Arbitration with approximately 190 registered candidates.
- 30 high-level trainees from 16 different jurisdictions undertook Ciarb's Diploma in International Commercial Arbitration. This was delivered face-to-face in Oxford for the first time since the pandemic.
- We improved the quality of delivery of Ciarb assessments, reducing the number of appeals from 3 to 2 so far in 2023.
- Continued our programme of quality assurance including in assessment, faculty training and award writing.
- Ciarb was accredited as a Registered Training Provider for Mediation by the Civil Mediation Council and are represented on their Board.
- We worked with the Saudi Centre for Commercial Arbitration (SCCA) and the Oman Commercial Arbitration Centre (OAC) to improve the quality of Ciarb training delivery in Arabic.
- 25% more delegates took the Virtual Diploma in International Maritime Diploma.
- Completed expert analysis of the assessability of Ciarb's new Competence Frameworks and how we can effectively assess against competencies.
- Reviewed the requirements and options for development of faculty.
- Started gap analysis work, assessing existing courses and assessments against the Competence Frameworks.
- Started to review our Recognised Course Provider (RCP) scheme and made changes to ensure the quality of our Fellowship designation.

- Revised the standard and process for awarding Chartered Arbitrator status, accepting applications between 1 and 31 October 2023, ensuring a standard of excellence.
- Defined the eligibility requirements for Chartered Adjudicator status and will launch the new designation at an event in December.

Connecting our global community

- We continue to improve the quality of our events programme and its diversity by ensuring a diverse range of speakers from across the globe and attracting registrants from numerous countries as part of our commitment to equality diversity and inclusion.
- In 2023 (to October) Ciarb events attracted speakers from 29 countries, 60% of whom were women, with participants from 138 countries.
- By the end of December, Ciarb will have delivered five webinars (attracting, on average, 250 registrations from across the globe) and one workshop in the Ongoing Learning series:
 - Workshop: The Learning Lab: Arbitrator skills development series
 - Webinars:
 - Alternative Dispute Resolution 2022: A year in review
 - All A-Board: Exploring the ins and outs of dispute boards.
 - Construction Adjudication: Still an effective solution for disputes?
 - What does Mandating Mediation Change? Lessons from global experience
 - The Evolution of Third-Party Funding in ADR
- We launched the new Let's Discuss series. By 31 December 2023, 11 events will have taken place with, on average, 210 registrations per event:
 - Let's Discuss Adoption of Technology in Arbitration
 - Let's Discuss Cultural Intelligence
 - How to tackle Jurisdictional Challenges in Construction Adjudication
 - Let's Discuss Game Changers in Mediation Technology
 - Let's Discuss the Impact of AI in Arbitration
 - Let's Discuss Adjudicator's Terms & Conditions
 - Let's Discuss Energy Disputes
 - Let's Discuss AI in Practice.
 - Let's Discuss Managing the Adjudication Process
 - Let's Discuss Technology Disputes.
 - Let's Discuss What the Churchill Judgement Means for Mediation and ADR
- Ciarb delivered its key annual events attracting, on average, 450 registrations each:
 - International Women's Day event and campaign (March)
 - The Roebuck Lecture delivered by Dr. Kabir Duggal C.Arb FCI Arb (June)
 - The Oxford Diploma Keynote delivered by Professor Jan Paulsson (September)
 - The Alexander Lecture delivered by Toby Landau KC C.Arb FCI Arb (November)

In addition, Ciarb held a fringe event during London International Disputes Week.

Keeping members informed

- By the end of 2023 an estimated 90 articles will have been published from 45 contributors, 40% of whom are female.
- Ciarb's social media following, at the end of September, had increased by 17% compared to 2022 (a 210% increase in 3 years). LinkedIn followers are approximately 93,000, as at October.
- 2023 performance information for the Journal is not yet available. However, we saw a 31% increase in (non-member) subscribers in 2022 compared to 2021. Monthly visits to the Journal increase by 28%.

Supporting members to find work

Ciarb's Dispute Appointment Service work closely with Ciarb's President, Deputy President and the Chair of Ciarb London Branch to ensure that appointments are made promptly and correctly. In 2023, we:

- Saw a small increase in the number of appointments made to the end of September compared to the same period in 2022.
- Experienced increased take-up of the Low Value Disputes Model Adjudication Procedure following a communications awareness campaign.
- Continued to deliver on the Pubs Code Adjudication contract.
- Started to gather additional equality, diversity and inclusion data to inform plans to increase diversity across our panels as we renew panel appointment certificates.

Representing members' views

Ciarb represented the views of its members when it mattered most. In 2023, we:

- Continued to strengthen relationships with other global arbitral and mediation institutions including through the CEO's appointment to the IFCAI Board, with a number of key institutions acknowledging that they consider Ciarb qualifications when appointing to panels.
- Were cited for interventions made at both UNCITRAL (United Nations Commission on International Trade Law) Working Group II and III which support our members' views and interests.
 - Working Group II focuses on arbitration and conciliation. Its main objective is to promote the use and development of arbitration and conciliation as effective means of resolving international commercial disputes. It works on the development of model laws, rules, and guidelines related to arbitration and conciliation, as well as the promotion of their adoption and implementation by member states.
 - Working Group III focuses on investor-state dispute settlement (ISDS). Its main objective is to address issues related to the settlement of disputes between foreign investors and host states. It works on the development of rules, guidelines, and other instruments related to ISDS, with the aim of promoting transparency, efficiency, and fairness in the resolution of investor-state disputes. It also works on issues related to the reform of ISDS, including the establishment of a multilateral investment court.
- United with CMC and CEDR to intervene in Churchill v Merthyr Tydfil County Borough Council to challenge the case of Halsey which has made it problematic for the courts to order parties to mediate.
- Organised several meetings of the All-Party Parliamentary Group on Alternative Dispute Resolution on topics including the review of the Arbitration Act 1996 and Ombudsman services.

- Created six Thought Leadership Groups (formerly Special Interest Groups). These draw on the expertise of over 50 experienced Ciarb members and a small number of non-member experts, with representation from over 27 countries. The groups are:
 - Arbitration – produced 3 Guidelines between 2020 and 2023.
 - Technology – Guideline on AI in Arbitration due to be delivered in 2024.
 - Mediation – focused on revising the Mediation Rules, Guidelines and Contract Clauses.
 - Sustainability – focused on developing a Guideline on Climate Disputes.
 - Adjudication – the group has worked on increasing appointments for members. In 2024, the focus will be on the growth of adjudication around the world and its use in sectors other than construction.
 - Education and Training Reform Advisory Group – providing expert input to the education and training reform programme (i.e. implementation of the ADR Competence Framework).
- Published the revised Guideline on Multi-Party Arbitrations.
- Ciarb submitted its response to the UK Government’s second consultation on the review of the Arbitration Act 1996. The majority of our recommendations, informed by input from our membership, were met.
- In June, Ciarb Brazil Branch with support from HQ submitted to Brazil’s Supreme Court an application to intervene and an amicus brief in ADPF 1050, a constitutional matter concerning arbitrators’ duty to disclose.

We participated in third-party events to network with members and others in the industry, speak on behalf of Ciarb and its members, support the next generation of professionals to come through. These events included:

- SCC Energy Transition Forum in Stockholm
- The Cambridge Dialogues
- Women in Adjudication event
- Dallas Bar Association International Law Section
- Worshipful Company of Arbitrators annual conference
- Danish Arbitration Association learning day in London
- Mediation Conference in Berlin
- EUIPO
- We co-hosted the London Pre-Moot with Fox Williams LLP
- We sponsored Vis Moot, Vienna and Vis East Moot, Hong Kong.

Reforming our governance

In 2023, Ciarb secured approval from the Privy Council and the King to make changes to Ciarb’s Royal Charter and Bye-laws. This followed approval from members at the 2022 Annual General Meeting and Extraordinary Meeting. The governance changes:

- Bring Ciarb’s governance in line with best practice.
- Pave the way for the introduction of the new Chartered Adjudicator designation.
- Enable the Board to appoint up to five Trustees, ensuring Ciarb continues to have the skills and experience needed to meet its statutory obligations as a charity and Royal Chartered body. In September, following an extensive global search managed by the Nominations Committee and Prospectus, Nighat Dad, Ron C. Hamilton, Anita Kimber, Charles Laganá Putz and Rama Sridhar were unanimously voted onto the Board.

- Led to Board approval of phase one of the revised Regulations and a new governance manual in September.

In addition, we:

- Are working to ensure members in the Kingdom of Saudi Arabia and Oman can come together to hold events and other activities in line with Ciarb's Branch structure.
- Introduced an internal Third Party Intervention Policy, governing our approach to strategic litigation.
- Supported the formation of a new Chapter in Peru under the umbrella of the Ciarb Brazil Branch.

Maximising our effectiveness

Finance provides critical support for the organisation. In 2023, we:

- Successfully appointed and worked with a new external auditor to finalise the 2022 annual report and accounts.
- Worked with the Audit and Risk Committee and our internal auditor to successfully complete the internal audit programme.
- Achieved the cleanest audit findings report in at least five years.
- Continued to improve processes and documentation, and the accuracy and format of reporting.
- Worked with Ciarb's IT team to improve the Branch planning and budgeting process.
- Started a review of our Branch funding model to support our Branches to deliver for our members.
- Continued the recovery of 12BSQ following the pandemic, with improved revenue and set to exceed budget expectations.

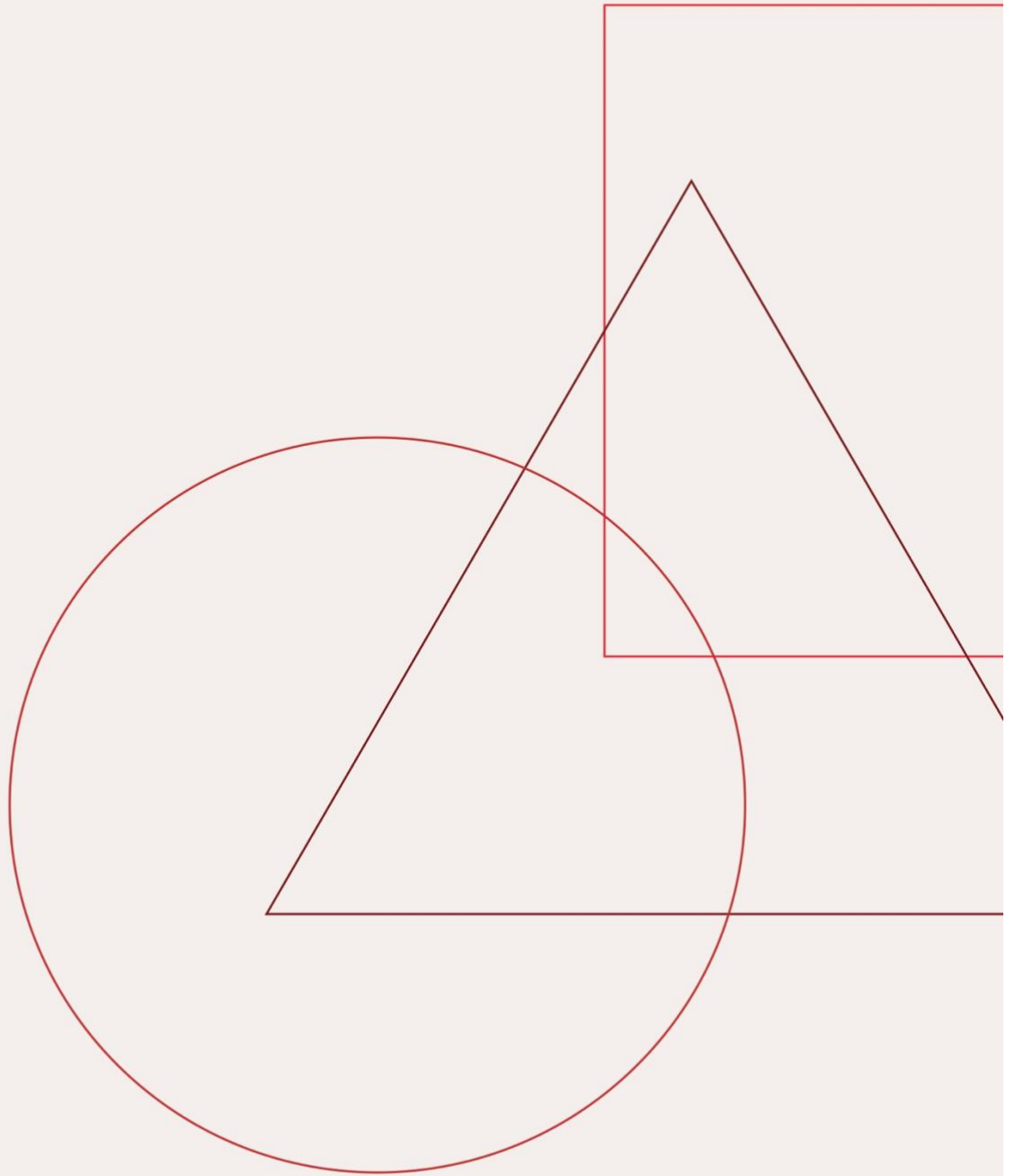
Our extensive IT transformation project has been a key priority for Ciarb and in 2023 we:

- Prepared our new systems - CRM, CMS (website) and the member portal - to go live in early 2024.
- Completed fundamental data work, providing a solid foundation for the IT transformation project. This work included data cleaning, migration to new systems and design of data governance to support long-term data quality and analysis.
- Worked on business change to ensure the use of new systems and changed processes will be embedded across Ciarb.

Investing in our people helps us to more successfully deliver to our members' needs. In 2023, we:

- Successfully retained Ciarb's Investors in People accreditation.
- Implemented flexible/hybrid working and other initiatives to support employee wellbeing.
- Established the Staff Forum to enable better communication and discussion between staff and senior leadership.
- Updated the Staff Handbook, adding and revising key people policies and procedures.
- Developed and implemented a co-ordinated training programme for staff and senior managers, including organisation-wide IT skills training.
- Consulted with staff to update and launch Ciarb's values and associated behaviours. Our values are to be accountable, innovative, collaborative; inclusive; and impactful.

- Signed up to the Disability Confident Scheme, designed to encourage employers to recruit and retain people with disabilities and those with long-term health conditions.
- Subscribed to the Happy to Talk Flexible Working scheme and have moved to an assumption of flexible working options by default unless there is a business reason not to.



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