

CIISA Prospectus

Upholding and improving
standards of behaviour across
the creative industries.

May 2024



CIISA

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

Introduction

Our creative industries are a true success story for the UK, continuing to grow and thrive both nationally and across the globe. They are a beacon of world-leading innovation and creativity and a cornerstone of UK economic growth, employing over two million people and generating over £100 billion in economic value.

This growth is testament to the incredible talent and experience of every creative industry professional who remain one of the most important assets for the sector. It is therefore vital that the sector continues to build and develop world-leading, safe and inclusive working environments for our creative workforce to grow and thrive.

Progress has been made to strengthen the creative sector's working environments, but more needs to be done. Bullying, harassment, and discrimination are unfortunately prevalent in the creative sector.

These harmful behaviours can affect mental health, productivity, and overall wellbeing. Freelancers, gig workers, and those in non-traditional employment structures – who make up over a quarter of the total creative industries workforce – often lack the protections given to permanent staff to have concerns addressed. Many also fear the repercussions of speaking out, often meaning that negative behaviour continues without challenge.

Acknowledging the need for a dedicated, independent authority to combat this issue, both government and leaders across the creative sector have endorsed the creation of the Creative Industries Independent Standards

Authority (CIISA), which will play a crucial role in upholding and improving standards of behaviour across the creative industries.

CIISA aims to provide an independent safe space where individuals can report experiences of poor workplace behaviours without fear of repercussion, knowing that their concerns will be taken seriously.

CIISA provides a place where the full picture can be given, what needs to change, and what can be done to make that happen.

CIISA represents the agreed steps that leaders, individuals, and organisations from across the creative industries have asked for – and committed to taking – to ensure we collectively uphold and improve standards of behaviour through independent accountability and learning.

But this can only be effective if CIISA is properly funded.

This prospectus outlines how you can contribute to the sector's investment in CIISA, and why this is essential. It outlines what CIISA will do, and what resources are needed to achieve its objectives, so as to provide you with informed reassurance about your investment in the future of our creative sector workforce.

If you would like to know more about CIISA, or discuss how CIISA can work with you or your organisation, please contact us at info@ciisa.org.uk



Why CIISA is needed

Background to CIISA's creation

CIISA is a government supported, industry-backed authority, beginning its life as a key proposal from Time's Up UK within the Department of Culture, Media, and Sport (DCMS) commissioned industry Roundtable on bullying, harassment, and discrimination in the creative industries, which began in 2021.

The Roundtable brought together industry leaders, representatives, unions, and others to tackle workplace behaviour concerns, arising from a number of high-profile, serious allegations about harmful behaviour within the creative industries, alongside growing research highlighting that many working in the creative industries have experienced or witnessed poor, harmful behaviour (such as bullying, harassment, or discrimination) at their place of work. To address this, the Roundtable endorsed the creation of an industry-backed independent authority tasked with supporting the creative sector in its collective goal to improve and uphold safe and inclusive workplaces for its workforce.

This objective is also captured in the [DCMS's Creative Industries Sector Vision for 2030](#). Under Goal Two (which focuses on building a highly skilled, productive, and inclusive workforce for the future) CIISA is listed as a Headline Action to support the creative industries to address bullying, harassment, and discrimination, noting that "the UK Government welcomes the creation of CIISA and the industry's work in this area and continues to push for rapid progress."

CIISA has continued to gain support and momentum from its ongoing engagement within the creative industries and within both Parliament and Government. In early 2024, the Women and Equalities Committee gave unequivocal backing to CIISA's creation via their Misogyny in Music inquiry, noting: 'the establishment of a new authority, the Creative Industries Independent Standards Authority (CIISA) will help to shine a light on unacceptable behaviour in the music industry and in doing so, may reduce the risk of further harm. Crucially, it will be a single, recognisable body that anyone in the industry can turn to for support and advice.'

Addressing the problem: support for CIISA

Support for CIISA has continued to build. In CIISA's research within the creative sector workforce, approximately half of respondents experienced poor workplace behaviours in their industry. 53% of respondents did not currently feel confident reporting concerns, with 75% stating their fear that reporting would have a negative impact on their career, and 67% believing that their concerns would not get resolved in any event.

With this context in mind, 91% of respondents supported the creation of CIISA, with four in five respondents saying that they would use CIISA, citing the importance of CIISA as an independent, confidential service that must ensure nobody is victimised for speaking out about bad behaviours.



Industry support for CIISA

Alongside the wider industry support for CIISA, many high-profile artists have also given their support.

“If CIISA existed when I was unfortunate enough to be sexually assaulted by someone in a position of power in the music industry, my whole experience in getting help and finding the strength to come forward would have been totally different. With no real HR sector to support me and the employer of the perpetrator choosing not to do the right thing, I felt very isolated, fearful and faced with no option than to seek help outside of the industry. We need CIISA, it is invaluable.” **Anonymous freelancer - music industry**

“As a freelancer in TV, I’ve found over the course of 15 years that there are very few meaningful support mechanisms or protections in the face of bad behaviour. CIISA’s establishment would be a much-needed change to this and help ensure we can operate as safely and healthily as possible.” **Anonymous freelancer – UK broadcasting industry**

“In the TV industry I’ve witnessed and experienced sexual harassment, bullying and toxic workplaces. Usually this has come from the top down. People have lost out on work because of their age, or their caring responsibilities, and homophobia and racism has been dismissed as ‘banter’. I believe CIISA would present a truly independent opportunity to report these cases, to build up a log of repeat offenders and to provide support and mediation if needed. In the light of a severe lack of HR in the TV industry this independent body with power to intervene has long been needed.” **Anonymous freelancer – UK broadcasting industry**

“We believe that the establishment of an independent body to uphold and improve behaviour – CIISA – is an essential next step in creating safe working environments that will benefit the whole production community.”

Barbara Broccoli CBE and Dame Heather Rabbatts

“For anyone to fulfil their creative potential, there cannot be fear or disrespect of any kind. We are all entitled to work in safe, respectful spaces where dignity for all is upheld. I believe CIISA is an important step in helping to achieve this.” **Keira Knightley OBE**

“Everyone deserves a workplace in which they can feel safe and thrive. The proposal for CIISA is a significant and essential intervention to help us achieve that...CIISA is a great example of a UK innovation that should become a model to inspire global change for the betterment of all of us.” **Lord David Puttnam**

“There is an opportunity to change the way creatives are treated in our country, by supporting this you are making history. CIISA is a monumental step that will support future creatives, which could include your children, grandchildren, or family members. By supporting CIISA you are making our industry safe and impacting people’s lives in a very positive way.” **Rebecca Ferguson**

“No one should go to work fearful of harassment, bullying and abuse. For anyone to have their voice and reach their full potential, where we work must be safe and respectful. I believe CIISA is an important step in helping to achieve this.” **Naomie Harris**



CIISA's purpose and vision

CIISA's purpose is to uphold and improve standards of behaviour across the creative industries and to prevent and tackle all forms of bullying and harassment, including bullying and harassment of a discriminatory nature.

CIISA will do this by:

1. Establishing a single, unified vision of professional Standards within the creative industries on workplace behaviour, using existing best practice from across the sector.
2. Being a generous giver of knowledge and expertise to organisations and individuals who may require professional and confidential advice in relation to bullying, harassment and discriminatory bullying and harassment.
3. Enabling people to safely report concerns regarding workplace behaviours and using its authority to address and resolve individual concerns.
4. Promoting safe and inclusive environments through its work, ensuring that CIISA is contributing to the wellbeing of everyone working in the creative sector.

CIISA's vision is to create consistently safe and inclusive workplaces for creative industry professionals through pro-active interventions and advice, providing a single place of accountability where behaviours of concern can be reported and investigated, and building capability to prevent and tackle bullying and harassment, and bullying and harassment of a discriminatory nature. The defined objectives for CIISA to meet this vision are:

1. The creative sector embeds best practice for workplace through our Professional Standards through training, support, and

educational pathways. This is seen through data and insight, highlighting improvements in workplace experiences for creative industry professionals.

2. By providing better accountability and learning across the creative industries, there is an overall marked change in workplace culture, leading to a reduction in poor workplace behaviours.
3. By providing structured training, accreditation, and educational resources built on CIISA's Standards, more people in the creative sector feel better equipped to develop their professional capabilities to help embed safe and inclusive workplaces and are able and confident in resolving concerns early.

Overall, CIISA will work to create a healthier, more respectful, and thriving environment for all creative professionals.



What activities will CIISA provide?

CIISA has produced its first strategy that covers the first two years in operation (2024-2026). This strategy sets out what CIISA will do to set up the organisation and begin to deliver its core activities in its first two years. To do this, CIISA has outlined four strategic objectives:

1. We set standards and create a single point of independent accountability and learning for creative industry professionals and organisations on embedding safe and inclusive workplace practices.
2. We establish a clear, independent funding model to enable CIISA to investigate and resolve concerns without fear or favour.
3. We embed a robust Governance framework underpinned by clear systems and processes that inform our work and reinforces our independence.
4. We build a representative and skilled workforce to deliver our core requirements.

CIISA's first strategic objective is to set out how it will set Standards and create a single point of accountability and learning for the creative sector. This is broken into two specific areas: Standards development and operational activities. The timing and completion of these activities are dependent on ensuring that CIISA gets appropriate resources via investment from across the creative sector.

Standards Development

As the creative sector's Standards Authority, CIISA will establish a single, unified vision of best practice for embedding safe and inclusive workplaces by the end of 2024.

CIISA's Standards Framework will benchmark expectations for building and embedding safe and inclusive workplaces and will become the cornerstone of CIISA's approach to working within the creative sector. It will be based on existing best practice captured from across the creative sector.

To do this, industry-engagement on the content Standards Framework will be critical. CIISA will establish a Standards Advisory Committee that includes a wide range of creative industry professionals to help CIISA build its Standards framework and ensure it is reflective and responsive to industry needs. CIISA will also carry out wider consultation on the Standards to ensure everybody has the opportunity to input.

Once CIISA's Standards Framework is in place, CIISA will then begin work to identify additional guidance to help embed the Standards in practice across the creative industries. This will help CIISA identify and develop additional services based on need, such as licensing and accreditation and training products, which it will do in 2025.

Set up of operational activities in 2024

CIISA will look at setting up its infrastructure so it can begin to roll out initial activity to support the creative sector by the end of 2024, with additional activity coming online in the 2025-2026 business year.

Initial activity will include the ability for creative industry professionals to report concerns, so that CIISA can begin to establish insights into



the range of experiences across the creative industries, alongside providing them with tailored advice and support.

CIISA will also begin to analyse this data to identify potential patterns or trends of serious and concerning behaviour that need to be addressed.

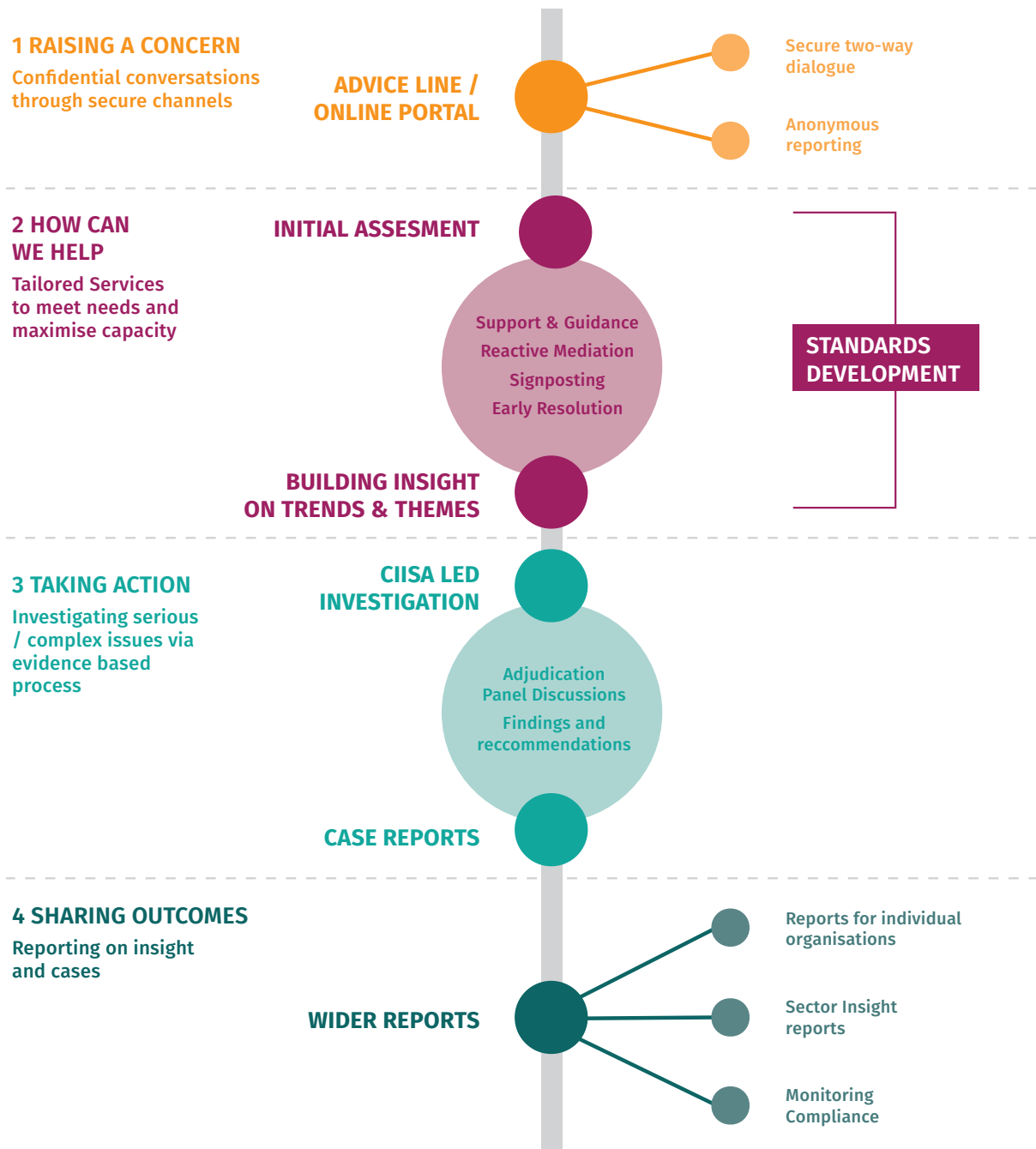
In 2024-2025, CIISA will continue to review how it can bring in other activity, such as mediation and investigations in 2025-2026. This will be dependent on legal advice regarding how CIISA can carry out those functions as an industry-backed authority.

In 2024-2025	In 2025-2026
Provide access to a confidential reporting service, where individuals and organisations can report concerns (anonymously where needed).	Offer a mediation service for the parties on suitable cases (where the parties' consent to this).
Give people support (through advice and signposting) to help them with their relevant concern or issue, alongside providing guidance to employers on specific issues relating to embedding safe and inclusive workplaces.	Pursuant to independent advice, look to introduce our mediation and investigation activity, looking into concerns that are identified as serious and complex and require intervention (where there is no other existing avenue reasonably available).
Give relevant specialist support and information to individuals about navigating the criminal justice process.	Use our developing insight from incoming data to expand its reporting services, looking at continuing to identify and report on wider themes and learning arising from its work, and what the creative sector can do to help address those. Including any recommendations CIISA makes and compliance with those.
Identify any concerns that CIISA can resolve quickly through expert facilitation and early intervention.	Start work on expansion of CIISA's remit to include Fashion, Gaming and Advertising.
Begin analysis of what CIISA is seeing through its reporting service, including any sector or wider-themed insight, patterns and themes arising.	
Issue CIISA's first Annual Report outlining progress towards developing its inaugural activities, incl. relevant data or insight gathered from its work.	
Continue to explore how CIISA will introduce remaining activities, such as mediations and investigations in 2025-2026.	



By the end of 2025-2026 year, CIISA will have embedded all of its relevant activities where possible, meaning that the creative sector will have its first Standards Framework, and CIISA will have begun to offer a range of operational activities aimed at ensuring that the expectations given in the Standards Framework

begin to embed within the sector. This range of proposed operational activity (our Target Operating Model) is illustrated in the following diagram:



How CIISA will be governed

As an industry-funded ‘self-regulation’ model, CIISA recognises the significant importance of maintaining and demonstrating independence from those who contribute to our resources. CIISA’s Second and Third Strategic objectives is to embed a robust funding and governance framework that enables CIISA to carry out its work without fear or favour, underpinned by clear systems and processes that inform CIISA’s work and reinforces its independence. To meet these objectives, CIISA is being established with a two-company model to provide separation between CIISA and the body collecting the voluntary financial contributions that will fund CIISA’s work (CIISA’s Board of Finance). This will ensure that CIISA is independent of its funders and can investigate without fear or favour.

CIISA’s Board

The CIISA Board will be CIISA’s governing body. It will be responsible for the oversight, vision, and strategic direction of CIISA, and for ensuring CIISA maintains its independence and builds confidence and trust in its service offering within all sectors of the creative industries. To enable the Board to fulfil this role effectively its members need a mix of skills and experience: people with creative industries experience and people with experience of regulation. Given the role of the CIISA Board in ensuring CIISA’s independence and reputation, however, all members need to act independently. Those with creative industry experience will not be ‘representatives’ of their sector and all must not be involved in any special interest or campaign group that might prejudice their independence when carrying out their Board role.

CIISA’s Board will be remunerated positions. In CIISA’s first two years, CIISA’s Board will consist of a Chair and four Non-Executive positions.

CIISA Committees

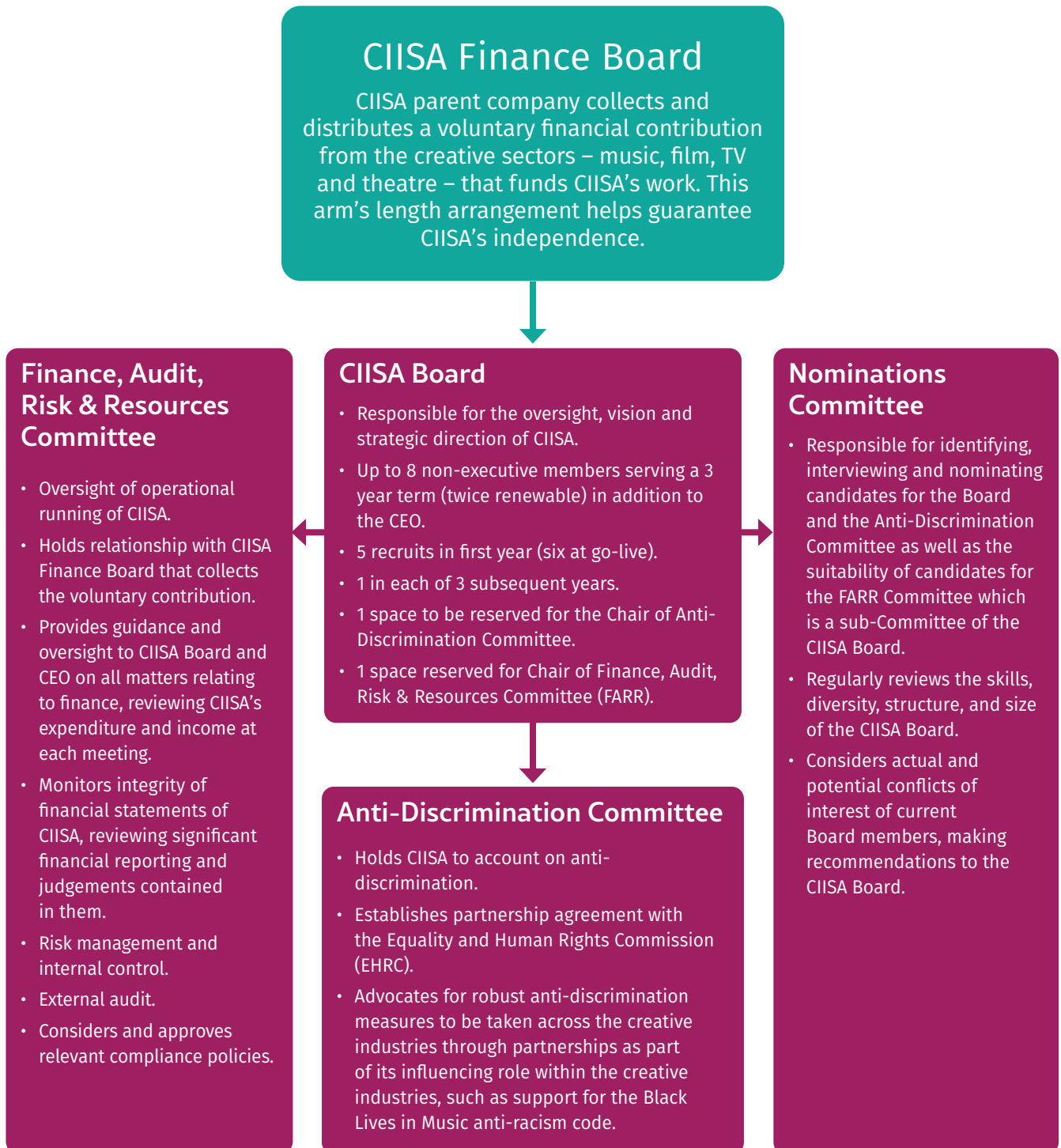
CIISA will also create three sub-Board committees to embed the right level of governance it needs. This includes: an Anti-Discrimination Committee, which will hold CIISA to account on embedding anti-discrimination measures across the creative sectors. A Finance, Audit, Risk and Resources Committee (FARR), with oversight of the operational running of CIISA. A Nominations Committee, responsible for overseeing appointments to CIISA’s Board and associated Committees.

CIISA Board of Finance

CIISA Board of Finance (CIISA BOF) will oversee CIISA’s funding arrangements. It will be responsible for collecting the voluntary contributions from the creative industries, distributing this funding to CIISA and ensuring that CIISA delivers value for money. Its members will all be strategic leaders in the creative industries from across the UK with experience of at least one of CIISA’s initial sectors (Film & TV, Music and Theatre) and with the financial capability and rigour to oversee and ensure the effective use of CIISA’s funding on behalf of the industry. CIISA BOF will not be remunerated positions. In 2024-2026, CIISA BOF will consist of a Chair and two Non-Executive Directors.



CIISA's Governance Structure



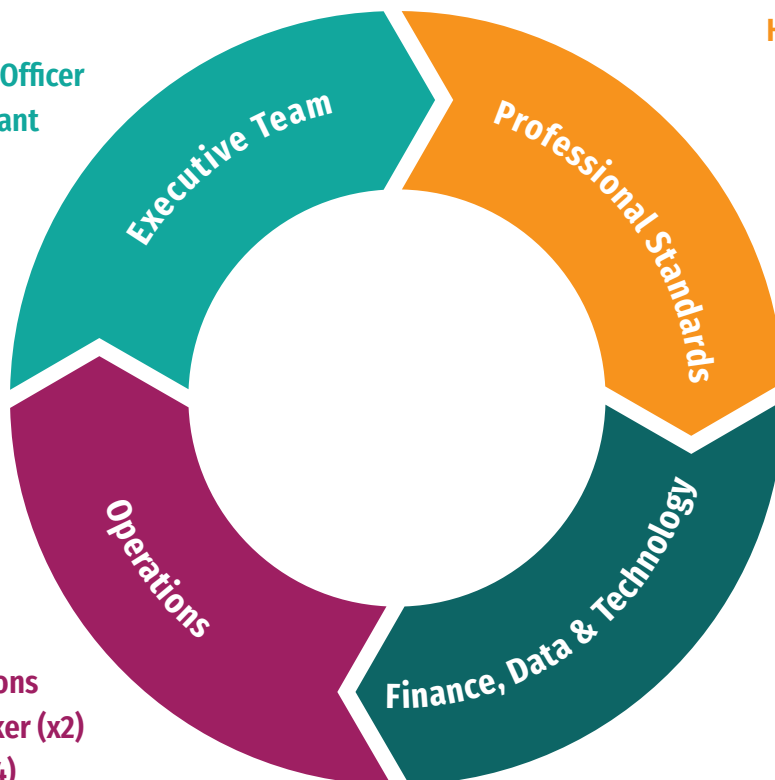
Building CIISA’s workforce

CIISA’s fourth strategic objective focuses on the overarching need to build a representative and skilled workforce to deliver CIISA’s core requirements. To do that, CIISA will recruit and develop staff in alignment with its requirements to ensure CIISA can deliver the core activities as planned within the first two years of operation. This means CIISA will initially operate with a small team of approx. 13 people focused on the delivery of our 2024-2026 objectives, alongside anticipation of growth in 2026 onwards in line with the development and potential widening of

its activities, and expansion into a wider number of industries across the sector. Our proposed structure may change to accommodate our needs as CIISA becomes established. Given CIISA’s size, a number of core services (such as HR, Payroll, Pension Administration, Bookkeeping, ICT) will be outsourced in this period, alongside other services (for example, our Data Protection Officer function). This will be reviewed as CIISA develops.

Chief Executive
Chief Operating Officer
Executive Assistant

Head of Standards
Development



Head of Operations
Senior Caseworker (x2)
Caseworkers (x 4)

Head of Finance
Head of Data and
Technology



Resource costs for CIISA: 2024-26

CIISA's two-year business plan set outs a work programme aimed at introducing the infrastructure and resource needed to meet its initial strategic objectives. We have reviewed what the indicative costs are associated with delivery of that programme.

Estimated costs in 2024-2025

Upfront operating costs in this year focus on core development areas required to set up CIISA. These include staffing and key Digital, Data and Technology costs - including the development of a Case Management System that will enable CIISA to talk securely and in confidence with individuals and organisations and enable staff to progress casework in line with our planned activities whilst ensuring all data is kept secure. Many of these are one-off costs associated with start-up.

CIISA will look to recruit staff and set up CIISA's initial office base in London/South-East from September 2024, aligning with the objective of going live with initial activity by the end of 2024 and into early 2025. This means CIISA will not incur full year staffing costs in 2024-2025.

We will place significant emphasis on training and developing staff upfront to meet identified needs for our initial activities, which requires us to invest upfront in Learning & Development.

Alongside recruiting and developing staff, developing a secure, GDPR compliant solution to records management for CIISA is paramount and will require significant investment as CIISA develops.

Estimated costs in Financial year 2024/25 (April 2024-March 2025)

	Operational £'000	Capital £'000	Total £'000	% of Total
Staffing (incl. Board)	£702		£702	37%
Case Management System	£25	£315	£340	18%
Consultancy (incl. User Engagement)	£138		£138	7%
Legal & Professional Services	£133		£133	7%
Recruitment Costs/Agency Fees	£80		£80	4%
Outsourced Services (HR, Payroll, Pension Admin, Bookkeeping, ICT)	£71		£71	4%
Facilities (incl. Office Costs)	£64		£64	3%
Marketing & Communications	£51		£51	3%
Insurance	£50		£50	3%
ICT Equipment/Other	£21	£25	£46	2%
Data Protection & Security	£42		£42	2%
Learning & Development	£30		£30	2%
Other/Miscellaneous	£30		£30	2%
Contingency Reserve	£100		£100	5%
Total	£1,537	£340	£1,877	100%



Estimated costs in 2025-2026

CIISA's first full business year of operation will focus on embedding and developing its initial activities whilst phasing the remainder of its activities across the year. Subject to any configuration needed to accommodate demand, staffing will remain at similar levels as CIISA embeds.

These estimated costs also account for inflationary increases in 2025-26. Developing CIISA's Standards activity in 2025-26 will include the ambition to begin developing training and accreditation products, which will be linked

to ongoing commercial activity that can be re-invested into CIISA's operational costs going forward. Organisational development will be a critical factor in CIISA's first full year of operation to ensure CIISA meets its fourth strategic objective regarding building a 'best in practice' inclusive working culture and develop staff to excel in CIISA's activities.

CIISA will also look at setting up a further office in Manchester to accommodate introduction of its remaining activities, as well as to offer a broader reach to its workforce and to the industries CIISA will operate in.

Estimated costs in Financial year 2025/26 (April 2025-March 2026)

	Operational £'000	Capital £'000	Total £'000	% of Total
Staffing (incl. Board)	£999		£999	45%
Mediation and Adjudication Panel Services	£190		£190	9%
Case Management System	£75	£100	£175	8%
Facilities (incl. Office Costs)	£137		£137	6%
Insurance	£100		£100	5%
Legal & Professional Services	£72		£72	3%
Data Protection & Security	£66		£66	3%
Consultancy (incl. User Engagement)	£60		£60	3%
Learning & Development	£59		£59	3%
Outsourced Services (HR, Payroll, Pension Admin, Bookkeeping, ICT)	£57		£57	3%
Marketing & Communications	£55		£55	2%
ICT Equipment/Other	£25	£6	£31	1%
Standards Reporting & Training and Development	£26		£26	1%
Recruitment Costs/Agency Fees	£15		£15	1%
Other/Miscellaneous	£48		£48	2%
Contingency Reserve	£120		£120	5%
Total	£2,104	£106	£2,210	100%
Variance to 2024 / 25	£567	-£234	£334	
Variance %	37%	-69%	18%	



Overview of resource costs

The predicted costs associated with CIISA's set up and delivery towards meeting its two-year strategic objectives indicate an annual resource requirement of approx. £2 million per annum. This cost represents an initial establishment figure. As CIISA embeds its core activities, it will begin to review what resources will be required to expand and develop over its next three-year strategic period (2026-2029). This will likely result in overall increases to operational and infrastructure costs, offset by increased commercial activities that will support re-investment and growth in CIISA's work.



Funding CIISA to support the creative sector

CIISA represents the agreed steps that leaders, individuals, and organisations from across the creative industries have asked for - and committed to taking - to ensure the creative sector collectively upholds and improves standards of behaviour through independent accountability and learning.

But this can only be effective if CIISA is properly funded. It is therefore important that individuals and organisations across the creative industries supports this system by contributing a proportionate annual investment, whilst ensuring CIISA remains free to access for everyone and can operate independently.

Our approach is also based on organisations and individuals paying an ongoing annual contribution to ensure CIISA is appropriately resourced going forward. To do this, CIISA has engaged and consulted across the creative sector to develop a fair, proportionate funding model that will ensure CIISA is appropriately and adequately resourced. CIISA's model replicates

approaches used in other, similar industries that have been successful in achieving the right balance of proportionate investment and resourcing.

This section outlines the funding approach CIISA is putting in place: outlining how you can contribute to CIISA, and at what level, alongside answering a number of fundamental questions on this approach. More detailed information is also available through CIISA's 'Commonly Asked Questions'.



How can CIISA act independently if it is being funded by the creative industries?

Trust is a significant factor in ensuring CIISA can carry out its duties effectively and independently. As an industry-funded ‘self-regulation’ model, we recognise the significant importance of maintaining and demonstrating independence from those who contribute to our resources.

To do that, CIISA carried out extensive research and engagement to make sure there is a clear separation between funding and carrying out its operational services independently and impartially.

As a result, CIISA has adopted a two-company funding model that has been successfully implemented for many years in the Advertising Standards Authority. This has resulted in the creation of two entities: CIISA and CIISA’s Board of Finance (CIISA BOF).

CIISA BOF is a separate company that collects and distributes CIISA’s funding to CIISA in line with its annual resource requirements. This arms-length arrangement helps guarantee CIISA’s independence.

CIISA BOF has a separate governance structure to CIISA, with its own Board and Chair acting independently from CIISA. CIISA and CIISA BOF will correspond with each other through transparent and defined governance processes to ensure that CIISA’s Operations staff are never involved in the invoicing and collection process, enabling them to carry out their work independently.

Funding CIISA will not mean organisations or individuals get an exclusive service or benefit in return. Having CIISA BOF acting as the collection and distribution agency for CIISA helps to reinforce that principle.



What do I/we get for funding CIISA?

CIISA is a cross-industry backed authority established to act as the enabler for meeting the shared objective of setting and maintaining standards of behaviour across the creative industries. Therefore, funding CIISA is about organisations and individuals across the creative industries giving their ongoing commitment to ensuring an independent authority helps to build and uphold safer and more inclusive workplace environments for all creative industry professionals working in the creative industries, regardless of where they work.

This means CIISA is not a membership service or professional body, which covers paying a fee to get an exclusive service, privilege, or benefit in return. Instead, your funding goes to the principle of supporting and resourcing CIISA to meet its wider objectives. This is also important given CIISA is independent from any organisation or individual within in the creative industries, and so will not offer exclusive services in return for funding.

Funding CIISA may mean that – as an organisation or individual – you may never need to use or access our service, but funding means you are showing your commitment to supporting the wider objective of raising and maintaining higher standards of behaviour that benefits everybody.

Funding CIISA also ensures that our services are available to all creative industry professionals and organisations – you do not need to be a member or affiliate to access them.



What approach have you taken to how CIISA should be funded?

CIISA's funding model is based on organisations and individuals paying an ongoing annual contribution to ensure CIISA is appropriately resourced. Using established best practice seen in other similar organisations, CIISA's approach is based on a tiered 'banding' approach that provides clarity of expectation for how organisations and individuals can contribute a fair and proportionate sum that is linked to UK turnover.

This approach ensures that no organisation or individual will contribute more than 0.1% of annual UK turnover under this model, with a uniform banding structure so contributions remain the same regardless of sector alignment.

Our funding model design principles

These design principles have underpinned our consultations with representatives from Film, TV, Theatre and Music:

1. **Benchmarking against best practice** - Our approach is informed by our experience of comparable best practice.
2. **Ensuring we have the budget required for impact** - We need to recognise that the impact CIISA needs to have will require a cost, but we will work to determine the best value for money possible.
3. **The big look after the small** - We want to recognise the ability to fund CIISA will vary and ensure that all players contribute proportionally through a banded approach.
4. **Collaborative approach** - We have been working with industry experts to understand the respective sectors and align their feedback with model that works.
5. **Fair and proportionate fee structures** - Our approach also ensures that the cost of CIISA is distributed equitably and proportionately across the creative industries, and which also ensures that CIISA always remains free at the point of use for creative industry professionals who are on lower incomes.

Table of CIISA's tiered contribution model

Band	Annual UK Turnover	Annual CIISA Contribution*
A	£500m +	£50,000
B	£200m to £500m	£35,000
C	£100m to £200m	£20,000
D	£50m to £100m	£12,000
E	£10m to £50m	£5,000
F	£1m to £10m	£1,000
G	£250k to £1m	£250
H	Up to £250k	Discretionary or by arrangement with a membership body

*plus VAT if applicable.



Can I/we pay more than what is given in the bands?

Yes. The banding structure sets out what is the minimum annual contribution required. As an independent authority, contributing more will not mean that an organisation or individual will get treated more favourably or differently than anybody else. As all funding will be directed through a separate company (CIISA's Board of Finance – CIISA BOF), CIISA will not be aware of exactly how much anybody has contributed to CIISA in any event.

How does CIISA define 'annual UK turnover'?

If you/your organisation operates in the UK only, you should use the turnover figure as given in your financial statements to assess what band you would come under. If you/your organisation operates in the UK and other geographical areas, please use the UK turnover figure as given in your financial statements, if this is a requirement for your statutory accounting.

CIISA recognises the complexity of some organisations working across the creative sector. You can find more detailed information about defining annual UK turnover in CIISA's 'commonly asked questions' document. What is your approach to contributions from member bodies and trade organisations? CIISA is engaging with a range of representative member bodies and trade organisations across the creative industries to establish whether they will collect contributions. These organisations will collect primarily on behalf of individuals and organisations whose annual UK Turnover is no more than £250k (i.e. band H).

I am still not sure what band I might come under, can I get help?

Yes. Please contact financeboard@ciisa.org.uk for further assistance. We will aim to respond within three working days.

Can my organisation pay a lower amount than the banding it falls into?

Our banding sets out the minimum contribution needed to ensure that CIISA is appropriately resourced each year. This is to ensure equity and fairness across all creative organisations and industries.

How and when will CIISA collect the annual contribution?

Bands A-C

CIISA BOF will make a request for payment to organisations that fall into bands A, B & C on a 30-day standard payment term.

Bands D-H

We are currently in the process of establishing an online portal to collect payments from organisations that fall into bands D to H, with the aim of this being in place in June 2024. Further communications on this will be issued in due course. Should your organisation wish to contribute via bank transfer, prior to this arrangement being in place, please contact financeboard@ciisa.org.uk. This document will be updated, and communications issued once formal processes and the annual timetable have been finalised and signed off by the CIISA BOF and CIISA Boards.



Will there be an annual increase on the contribution, and if so, how will this be calculated and when will my organisation be notified?

We are in the process of establishing formal processes and the annual timetable, for sign off by the CIISA BOF and CIISA Boards. We anticipate annual inflationary increases, implemented in April each year, and that we will consult with organisations, always aiming to providing sufficient notice, should we anticipate increases above inflation.

A key objective for CIISA is delivering value for money and this will always be at the forefront of decision making on budget setting and funding asks. This document will be updated, and communications issued once formal processes and the annual timetable have been finalised and signed off by the CIISA BOF and CIISA Boards.

Will there be a decrease in the amount I have to contribute, once CIISA becomes established and increases the number of organisations and people funding it?

This would be monitored as part of CIISA's regular cycle of budget planning and financial oversight, alongside what reserves policy CIISA will take to ensure it remains viable should there be a future shortfall in funding. Should we see that CIISA is consistently receiving funding that is above its requirements for operation (and is above the relevant thresholds as given in CIISA's reserves policy), we would look to engaging across the industries to discuss potential lowering of the bands.

Is CIISA VAT registered?

We are currently establishing the VAT position for both CIISA and CIISA BOF. This document will be updated in due course.

If CIISA BOF is required to register for VAT, the voluntary contribution stated in the funding bands will be plus 20% VAT.

What is CIISA's reserves policy?

As a company limited by guarantee, CIISA will typically retain any surpluses for inward reinvestment to help it develop, grow and meet its overarching objectives, or promote the objectives of the business. This includes establishing and maintaining a level of reserves that will enable and ensure CIISA can meet its obligations (as a business and employer) for a set period of time, should there be a temporary shortfall in ongoing funding. We are currently establishing our reserves policy to detail this approach. This document will be updated once the reserves policies for CIISA and CIISA BOF have been approved by their respective Boards.

My organisation requires additional information. Who should I contact at CIISA?

In the first instance, please e-mail financeboard@ciisa.org.uk with your request and contact details and we will aim to respond within three working days.



CONTACT DETAILS

General enquiries: info@ciisa.org.uk

Press enquiries: press@ciisa.org.uk

Registered address:

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



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