

# CIISA Prospectus

April 2024 – March 2026

Upholding and improving  
standards of behaviour across the  
creative industries.

OCTOBER 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 £100bn in economic value.

This growth is testament to the incredible talent and experience of all creative industry professionals, who remain one of the most important assets for the sector. It is therefore vital that the creative industries continue 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 working environments, but more needs to be done. Experience of harmful behaviours when working in the creative sector (including bullying, harassment and discrimination alongside fear of victimisation) remain commonplace.

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 people, including permanent staff, also fear the repercussions of speaking out, often meaning that harmful 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 harmful 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 sets out CIISA's plans for the 2024/25 and 2025/26 business years, which run from April to March. It outlines what CIISA plans to do to set up the organisation, create Standards, and gradually introduce services in the first two years. These plans are indicative and subject to funding contributions from across the sector.

This prospectus also sets out how you can contribute to the sector's investment in CIISA, and why this is essential. It outlines what resources are needed for CIISA to achieve our objectives 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](mailto:info@ciisa.org.uk).



# Why CIISA is needed

CIISA is a Government-supported, industry-backed authority, beginning its life as a key proposal 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 DMCS'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 Parliament –

and Government – too. In early 2024, the Women and Equalities Committee gave unequivocal backing to CIISA's creation via its 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 harmful 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 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**

*“The theatre landscape is brimming with talent and excitement and much-needed work. However, there have been decades of unchecked unacceptable behaviours. We need CIISA, so those working in all roles in the theatre industry know that they have somewhere to turn. That CIISA will take the action required. CIISA being an independent body is vital, as those working in theatre know how small it can feel -- everyone feels connected. This is part of the reason behaviours have gone unchecked, but with CIISA it allows for safe and truly unbiased investigations and*

*outcomes. Something that many who work in theatre feel isn’t always the case.”*

**Anonymous freelancer – UK Theatre 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 have 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 and 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 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:

- Establishing a single, unified vision of professional Standards within the creative industries on workplace behaviour, using existing best practice from across the sector.
- 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.
- Enabling people to safely report concerns regarding workplace behaviours, and using its authority to address and resolve individual concerns.
- Promoting safe and inclusive environments through our 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 work environments for creative industry professionals, through proactive 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:

- The creative sector embeds best practice through our Professional Standards via training, support and educational pathways. This is seen through data and insight, highlighting improvements in professional experiences for creative industry professionals.
- By providing better accountability and learning across the creative industries, there is an overall marked change in workplace culture, leading to a reduction in harmful behaviours.
- 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 working environments, and are able and confident in resolving concerns early.

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



# What activities CIISA will provide

CIISA has produced our first strategy that covers our first two years (2024/25 and 2025/26). This strategy sets out what CIISA will do to set up the organisation and begin to deliver our core activities in our 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 reinforce 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 CIISA's 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 aims to establish a single, unified vision of

best practice for embedding safe and inclusive working environments by the end of the 2024/25 year.

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

To do this, industry engagement on the content of the Standards will be critical. CIISA will establish a Standards Advisory Committee that includes a wide range of creative industry professionals, to help CIISA build our Standards and ensure they are 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 are in place, CIISA will then begin work to identify additional, tailored guidance to help embed the Standards in practice across the creative industries. This will form the basis of CIISA's Professional Standards activity, and will help CIISA identify and develop additional services based on need, such as licensing and accreditation and training products, ready to begin design work on these materials in 2025/26.

## CIISA's operational activities

CIISA will continue to engage on the design of our operational services in 2024/25, with the aim of phasing in services in sequence across 2025/26 (subject to funding). To do



that, CIISA will begin user-led research, to help us make sure our service reflects needs and requirements across the creative sector’s workforce.

Initial services 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 support and signposting. CIISA will also begin to analyse this data, to

identify potential patterns or trends of serious and concerning behaviour that need to be addressed.

CIISA will then begin sequencing of other services, within the 2025/26 business year. This includes the introduction of early dispute resolution and mediation services, followed by arbitration and – in due course – investigations. The exact timing of this sequencing will be dependent on funding and independent legal advice.

<b>By the end of 2025/26, CIISA aims to:</b>	
Provide access to a confidential reporting service, where individuals and organisations can report concerns (anonymously where needed).	Begin identifying (and taking action on) any concerns that CIISA can resolve quickly through expert facilitation and early intervention.
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.	Offer a mediation service for the parties on suitable cases (where the parties consent to this).
Give specialist support and information to individuals about navigating the criminal justice process.	(Pursuant to independent advice) introduce our arbitration and investigation activities, looking into concerns that are identified as serious and complex and require intervention (where there is no other existing avenue reasonably available).
Begin to analyse and report on what CIISA is seeing through our reporting service, including any sector or wider-themed insight, patterns and themes arising.	Use CIISA’s developing insight from incoming data to expand our reporting services, looking at continuing to identify and report on wider themes and learnings arising from our work, and what the creative sector can do to help address those.
Publish an annual report that outlines progress towards developing our inaugural activities, including any relevant data or insight gathered from our work.	Start work on expansion of CIISA’s remit to include Fashion, Gaming and Advertising.





## By end of CIISA’s first two-year Corporate Strategy

By the end March 2026, CIISA will have created and embedded the first industry-wide Standards, with a series of sector-specific guidance, and will have begun to develop a range of professional development resources that will help organisations and individuals

practically embed the Standards in their sector. CIISA will have also begun to offer a range of operational services aimed at ensuring that the expectations given in the Standards begin to embed within the sector. This range of proposed operational activity (our Target Operating Model) is illustrated in the diagram below and is subject to funding.

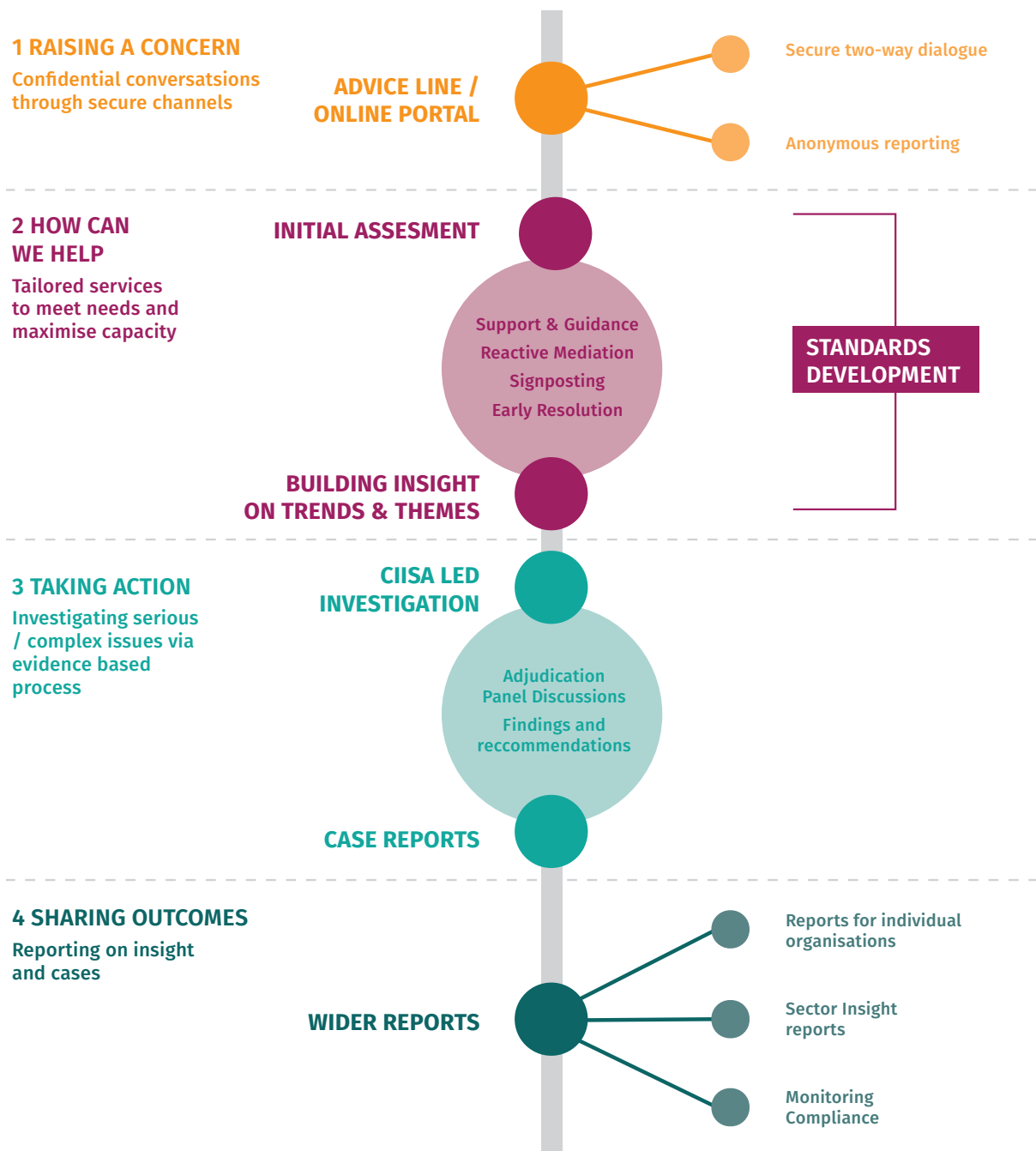


Figure 1: Outline of CIISA’s Target Operating Model



# How CIISA will be governed

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

CIISA’s second and third strategic objectives look to embed a robust funding and governance framework that enables CIISA to carry out our work without fear or favour, underpinned by clear systems and processes that inform CIISA’s work and reinforce our 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 (The CIISA Board of Finance). This will ensure that CIISA is independent of our 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 our independence and builds confidence and trust in our service offering within all sectors of the creative industries.

To enable the Board to fulfil this role effectively, our members have a mix of skills and experience: people with an understanding of the creative industries and people with legal and regulatory experience.

Given the role of the CIISA Board in ensuring CIISA’s independence and reputation, however, all members will act independently. Those with creative industry experience will not be ‘representatives’ of their sector.

CIISA’s Board comprises remunerated positions. In CIISA’s first two years, CIISA’s Board consists of a Chair and four additional Non-Executive positions.

CIISA appointed Baroness Kennedy as our first permanent Board Chair in September 2024.

## 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

The CIISA Board of Finance (CIISABOF) 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.

In CIISABOF’s first two years, CIISABOF’s Board will consist of a Chair and four additional Non-Executive Directors. CIISABOF appointed Maureen Kerr as its first permanent Board Chair in September 2024.



# CIISA’s Governance Structure

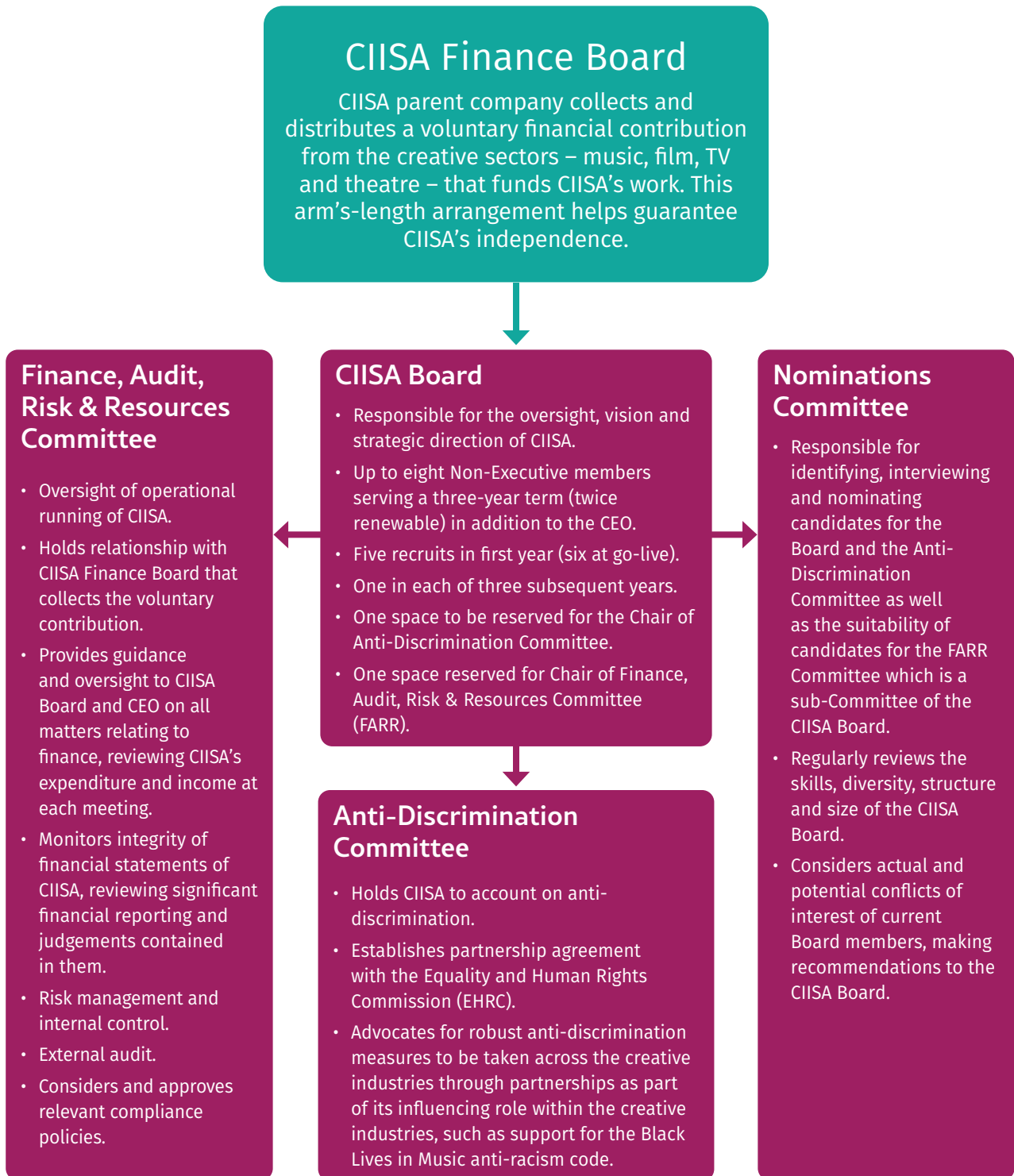


Figure 2: CIISA’s Governance Structure



# 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 our requirements, to ensure CIISA can deliver our core activities.

In 2024/25, CIISA will consist of interim staff members focusing on the ongoing service design, funding and financial operations, and leading our project to create CIISA’s Standards Framework.

Subject to funding, CIISA will look to recruit further staff to support our development where needed.

CIISA will seek to build our permanent staff base as soon as possible, starting with our Governance, followed by our Executive Team and then operational staff, in line with our plans to phase in operational services.

This means CIISA will operate with a small permanent team of approximately 15-16 people focused on the delivery of our objectives, with anticipated growth in 2026/27 and beyond, in line with the development and potential widening of our activities, and expansion into a wider number of industries across the sector.

Our proposed structure may evolve 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 during this period, alongside other services (for example, our Data Protection Officer function). This will be reviewed as CIISA develops.

## CIISA Board of Finance resourcing

To support the development of CIISABOF, we will look to recruit permanent staff in 2025/26. This will be a small team of two or three people responsible for administration and collection of funding contributions and supporting the CIISABOF Board.

- Chief Executive
- Chief Operating Officer
- Finance Director
- Director of Public Affairs & Communications
- Executive Assistant
  
- Head of Operations
- Senior Caseworkers (x2)
- Caseworkers (x 4)



- Head of Professional Standards
- Professional Standards Officers (x 2)
  
- Head of Data, Insight and Technology

Figure 3: Proposed initial CIISA team structure in 2025/26 business year



# Forecast Costs for CIISA in 2024/25 and 2025/26

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

We have revised our original plans to take account of how the ongoing funding process is developing.

## Forecast costs for non-operations activity

### 2024/25

Non-operational costs for 2024/25 focus on the continuing design and development of our service via our small interim team, with a focus on completing our first major project – to publish the first-ever set of Standards for the creative industries – which will complete in early 2025.

Other associated resource costs focus on what is required to set up CIISA and CIISABOF for future delivery, alongside costs associated with outsourced services, such as HR, Payroll, Pension Administration.

CIISA will also continue to engage on design of our proposed operational services, carrying out user-led engagement in order to do this, alongside continued assessment of the data and technological requirements for our reporting and Case Management System, ready for development in 2025/26.

Subject to funding, CIISA may look to bring in further interim staff, or bring forward other operational design work where appropriate.

### 2025/26

This section covers forecast costs relating to continued development of CIISA's non-operational structure and activities, which includes our Professional Standards work.

A separate forecast is given for CIISA's proposed operations set-up in 2025/26 below.

Most of CIISA's non-operations forecast costs are associated with permanent staffing costs, which includes CIISA's Board. CIISA will look to recruit staff and set up CIISA's initial office base in London/South-East. A number of costs listed here are one-off costs associated with starting up.

Developing CIISA's Professional Standards activity in 2025/26 will include the ambition to begin developing training and accreditation products, which will be linked to a review of potential commercial activity (from 2026/27), the profits from which will be reinvested into CIISA's operational costs going forward. This will be led by recruitment of the Head of Professional Standards and creation of a small Professional Standards team.

Continued organisational development will be a critical factor in 2025/26, to ensure CIISA meets our fourth strategic objective regarding building a 'best in practice' inclusive working culture and developing staff to excel in CIISA's activities.



Forecasted costs (non-operations)	2024/25		2025/26	
	£'000	% of Total	£'000	% of Total
<b>Operating Costs</b>				
Staffing (incl. Board)	£422	57%	£857	70%
Facilities (incl. Office Costs)	£12	2%	£72	6%
Outsourced Services (HR, Payroll, Pension Admin, Bookkeeping, ICT)	£45	6%	£41	3%
Legal & Professional Services	£41	6%	£37	3%
Marketing & Communications	£39	5%	£30	2%
Learning & Development	£8	1%	£30	2%
Standards Training	£-	0%	£20	2%
ICT Equipment/Other	£3	0%	£12	1%
Recruitment Costs/Agency Fees	£36	5%	£10	1%
Consultancy (incl. User Engagement)	£78	10%	£-	0%
Other/Miscellaneous	£38	5%	£56	5%
<b>Total Operating Costs</b>	<b>£722</b>	<b>97%</b>	<b>£1,165</b>	<b>95%</b>
<b>Capital Expenditure</b>				
ICT Equipment/Other	£1	0%	£3	0%
<b>Total Costs exc contingency</b>	<b>£723</b>	<b>97%</b>	<b>£1,168</b>	<b>95%</b>
<b>Contingency Reserve</b>	<b>£23</b>	<b>3%</b>	<b>£58</b>	<b>5%</b>
<b>Total Costs inc contingency</b>	<b>£746</b>	<b>100%</b>	<b>£1,226</b>	<b>100%</b>

Figure 4: Forecast non-operations costs in 2024/25 and 2025/26 (revised)



## Forecast costs for operational activity: 2025/26 onwards

Pursuant to confirmed funding, 2025/26 will focus on building and phasing in of operational services, alongside beginning permanent recruitment of staff to deliver those services, with the aim to go live within the 2025/26 year. Costs to launch services include 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 while ensuring all data is kept secure. Many of these are one-off costs associated with starting up.

We will place significant emphasis on training and developing staff 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.

Given the complexity and significant investment in resources that is needed to go live with operational services, CIISA is committed to carrying out this work carefully and with due diligence, to ensure we get things right and in line with expected demand. The exact timing of the launch of operational services will also be linked to funding.

The below graphic and table indicate the work and associated costs needed in order to reach go-live (from six months before), and what the first 12 months post go-live could look like (with phasing in of services and staffing), and the full, initial service provision in the following 12 months.

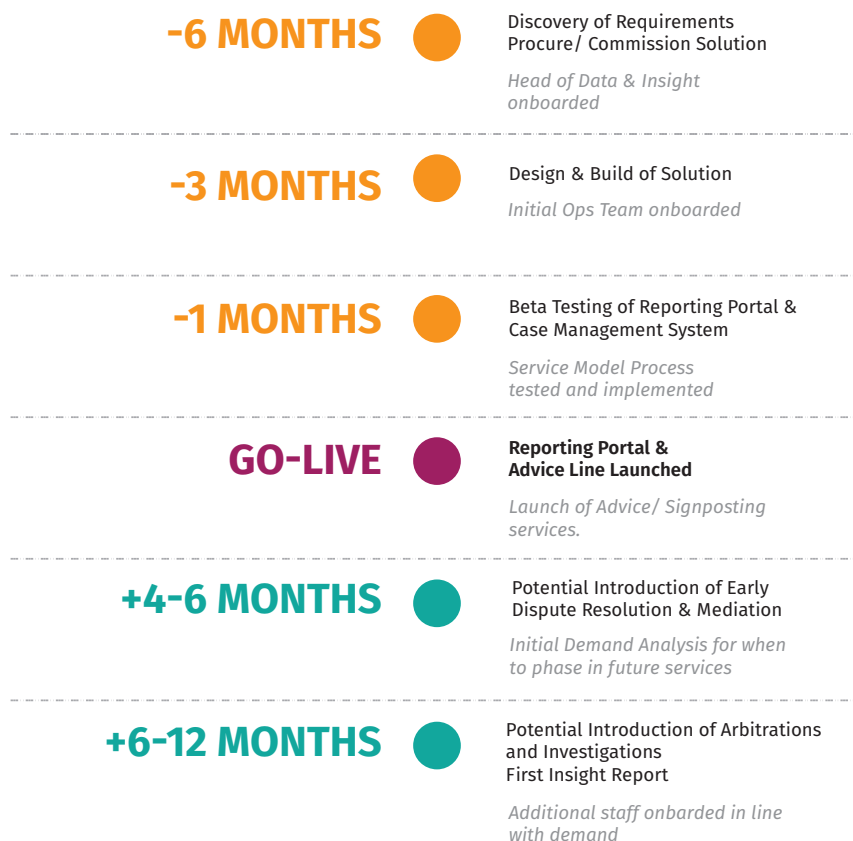


Figure 5: Key milestones for implementation of operational services



Forecasted costs for Operations pre & post go-live	- 6 months up to go-live		Go-live to 12 months		13 - 24 months	
	£'000	% of Total	£'000	% of Total	£'000	% of Total
<b>Operating Costs</b>						
Staffing	£49	11%	£322	33%	£422	32%
Mediation & Adjudication Panel Services	£-	0%	£86	9%	£190	15%
Insurance	£-	0%	£90	9%	£90	7%
Facilities (incl. Office Costs)	£6	1%	£67	7%	£82	6%
Case Management System	£-	0%	£75	8%	£75	6%
Data Protection & Security	£12	3%	£66	7%	£66	5%
Legal & Professional Services	£-	0%	£65	7%	£65	5%
User Engagement	£-	0%	£45	5%	£60	5%
Learning & Development	£5	1%	£43	5%	£28	2%
Outsourced Services - HR/Payroll, ICT	£5	1%	£10	1%	£15	1%
ICT Equipment/Other	£1	0%	£8	1%	£13	1%
Recruitment Costs/Agency Fees	£26	6%	£19	2%	£10	1%
Other/Miscellaneous	£-	0%	£3	0%	£4	0%
<b>Total Operating Costs</b>	<b>£104</b>	<b>23%</b>	<b>£899</b>	<b>94%</b>	<b>£1,120</b>	<b>86%</b>
<b>Capital Expenditure</b>						
Case Management System	£321	71%	£-	0%	£100	8%
ICT Equipment/Other	£5	1%	£14	1%	£10	1%
<b>Total Costs exc contingency</b>	<b>£430</b>	<b>95%</b>	<b>£913</b>	<b>95%</b>	<b>£1,230</b>	<b>95%</b>
Contingency Reserve	£21	5%	£46	5%	£61	5%
<b>Total Costs inc contingency</b>	<b>£451</b>	<b>100%</b>	<b>£959</b>	<b>100%</b>	<b>£1,291</b>	<b>100%</b>

\* Does not include the impact of inflation.

Figure 6: Forecast costs for operations pre & post go-live





## Overview of resource costs

To ensure we develop in pace with our funding progress, the costs associated with CIISA's set-up and delivery in 2024/25 differ significantly from anticipated costs in 2025/26, with the bulk of operational set-up now likely to occur in the second year of our initial corporate strategy. 2025/26 costs will include the one-off costs relating to initial set-up of operational services and expansion of staff.

As CIISA embeds our core activities, it will review the demand for our services across both the Professional Services and operational activities, which will also include an expansion of jurisdiction to cover other sectors within the creative industries.

This analysis of demand and service levels will enable CIISA to better understand what resources will be required to expand and develop over our next three-year strategic period (April 2026 – March 2029).

We anticipate that there will be overall increases to operational and infrastructure costs to meet demand and expansion over the next three to five years as CIISA develops (potentially partly offset by increased commercial activities that will support reinvestment 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 support this system, by contributing a proportionate and ongoing annual investment, to ensure CIISA remains free to access for everyone, can operate independently and is appropriately resourced going forward.

CIISA will continue to ensure it budgets accordingly – using our funding diligently and in line with incoming funding.

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 has put in place: 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 Frequently Asked Questions document.



# 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 our 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 funding.

To do that, CIISA carried out extensive research and engagement, to make sure there is a clear separation between funding, and carrying out our 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 the CIISA Board of Finance (CIISABOF).

CIISABOF is a separate company that collects and distributes CIISA's funding to CIISA in line

with our annual resource requirements. This arm's-length arrangement helps guarantee CIISA's independence.

CIISABOF will have a separate governance structure from CIISA, with our own Board and Chair acting independently from CIISA. CIISA and CIISABOF will correspond with each other through transparent and defined governance processes, to ensure that CIISA's Operations staff are never involved in the billing 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 CIISABOF 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 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 our wider objectives.

This is also important, given CIISA is independent of any organisation or individual within the creative industries, and so will not offer exclusive services in return for funding.

Funding CIISA may mean that although – as an organisation or individual – you may never need to use or access our service, you are showing your commitment to supporting the wider objective of raising and maintaining higher standards of behaviour that benefit 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:

- **Benchmarking against best practice:** Our approach is informed by our experience of comparable best practice.
- **Ensuring we have the budget required for impact:** We have 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.
- **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.
- **Collaborative approach:** We have been working with industry experts to understand the respective sectors and align their feedback with model that works.
- **Fair and proportionate fee structures:** Our approach also ensures that the cost of CIISA is distributed equitably and proportionately across the creative industries, and that CIISA always remains free at the point of use for those creative industry professionals who are on lower incomes.

Figure 7: 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 CIISA is an independent authority, contributing more will not mean that an organisation or individual will be treated more favourably than or differently from anybody else.

As all funding will be directed through a separate company (the CIISA Board of Finance – CIISABOF), CIISA will not be aware of exactly how much anybody has contributed to CIISA in any event.

## As a funder, will we get a say on how CIISA operates and manages its resources?

No. As an independent authority, it is important to ensure CIISA is able to operate independently of those who fund it. CIISA will report to its Board and CIISABOF on how it is utilising resources, and will report on progress through its Annual Impact Report.

## How will we be assured that our funding is being used appropriately?

Both CIISA's Board and CIISABOF will take a central role in ensuring CIISA is providing value for money and is meeting its strategic objectives.

In addition, as CIISA establishes, we will appoint an independent external auditor to undertake the annual audit of the financial statements, alongside a robust audit programme to review value for money regarding its services. Assessments of how we are performing will be made available in CIISA's Annual Impact Report, and our Statutory Accounts will be published on our website and available at Companies House.

## How does CIISA define 'annual UK turnover'?

If you/your organisation operate in the UK only, you should use the turnover figure as given in your financial statements to assess what band you fall into.

If you/your organisation operate 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.

If you are not required to give your UK turnover figure in your statutory accounting (for example, because you report on a worldwide turnover and not separate UK turnover), please use the information that you/your organisation have available that gives this figure. This could include sourcing from internal sales reporting, information held in the accounting system, figures provided on VAT returns etc. However, if it is too time-consuming to produce this information, please use a reasonable estimate for UK turnover instead.

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 Frequently Asked Questions document.

## My organisation/brand is a subsidiary owned by a larger parent (or holding) company that contains multiple creative organisations/brands. Do we pay separately, or does our parent company pay one contribution for all its subsidiaries?

If your organisation (or brand) is owned by a parent company but operates as a significant and distinct entity within the creative industries



in the UK, we ask that your organisation provides its own separate contribution based on your organisation's individual UK turnover. This also applies if your organisation is itself owned by a subsidiary company within a larger corporate group.

### **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 (ie band H).

If you (or your organisation) are above band H, you should contribute to CIISA directly, unless a body of which you are a member informs you otherwise.

### **I am still not sure what band I might fall into; can I get help?**

Yes. Please contact [financeboard@ciisa.org.uk](mailto:financeboard@ciisa.org.uk) for further guidance. 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. The banding structure ensures equity and fairness across all creative organisations and industries.

### **How will CIISA collect the annual contribution?**

#### **Bands A-C**

Organisations that fall into bands A, B & C can write to us at [financeboard@ciisa.org.uk](mailto:financeboard@ciisa.org.uk) to confirm their contribution for the 2024/25 and 2025/26 financial years. CIISABOF will then issue a Request for Payment.

#### **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 late 2024/early 2025. 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](mailto: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 CIISABOF 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 CIISABOF and CIISA Boards.

We anticipate annual inflationary increases, which will be implemented in April each year (starting in 2026/27). 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 CIISABOF and CIISA Boards.

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

This will be monitored as part of CIISA's regular cycle of budget planning and financial oversight, alongside CIISA's reserves policy set 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 our requirements for operation (and is above the relevant thresholds as given in CIISA's reserves policy),

we would look to engage across the creative industries to discuss potential lowering of the bands.

## **Is CIISA VAT registered?**

Both CIISA and CIISABOF currently sit outside the scope of 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 our 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 our 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 CIISABOF have been approved by their respective Boards.

## **I have a question that isn't answered here. Who should I contact at CIISA?**

Please see our detailed Frequently Asked Questions document for more information.

If you still have a question, please email [financeboard@ciisa.org.uk](mailto:financeboard@ciisa.org.uk) with your request and contact details, and we will aim to respond within three working days.





## CONTACT DETAILS

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# CIISA

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