



# CIMSPA Diversity and Inclusion Action Plan

April 2024 to September 2025

Version 1

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# Contents

- Foreword ..... 3
- About CIMSPA ..... 5
- CIMSPA’s Strategy ..... 6
- Scope of our Diversity and Inclusion Action Plan ..... 8
- Where are we now? ..... 9
- Our approach to Equality, Diversity and Inclusion ..... 9
- Highlights from the past 12 months ..... 11
- What is our current situation? ..... 13
- Our Equality, Diversity and Inclusion Objectives..... 16
- Action Plan..... 17
- Review Process ..... 34

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# Foreword

Working or volunteering in the sport and physical activity sector can be extremely rewarding. We know that physical activity can transform lives; it can improve people's physical and mental wellbeing, it can help to build social cohesion and community engagement, and it can improve the life chances of some of our most disadvantaged populations. Whatever your role, knowing that you are playing a part in engaging and retaining individuals in physical activity can bring immense job satisfaction. Additionally, with the implementation of professional recognition across our workforce, those who work within the sector will be increasingly recognised, valued and rewarded for their expertise.

**“At CIMSPA, we believe that everyone should have the opportunity to work and thrive in the sport and physical activity sector.”**

At CIMSPA, we believe that everyone should have the opportunity to work and thrive in the sport and physical activity sector, and we are committed to ensuring that no one faces barriers to this based on their age, gender, marital status, pregnancy or maternity leave, disability, race, religion, sex or sexual orientation, or on any other characteristic.

Equality, diversity and inclusion principles underpin everything we do here at CIMSPA as we strive to ensure that **the demographic of the people who work in sport and physical activity fully-represents the society it serves.**

We recognise that if we want to achieve this, we need first to self-scrutinise and to challenge ourselves to be as diverse and inclusive as we can possibly be.

We are proud of the culture we have created at CIMSPA. Time and again employees tell us that they feel comfortable to be their authentic selves while at work, whatever that might look like, and through our Best Companies 2023 assessment process we know that staff genuinely feel that they are valued and are encouraged to develop.

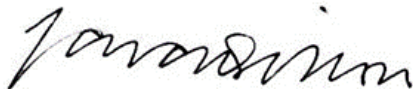
Yet we know that by improving the diversity of our board, committees and staff team, we will benefit from the increased range of viewpoints and experiences that this will bring.

**“We are proud of the culture we have created at CIMSPA.”**

By demonstrating to partners and the wider sector that we genuinely exemplify the definition of an inclusive organisation, we will then be able to use that reputation and our standing

within the sector to support them to become more inclusive too, impacting across the sector's workforce.

Therefore, this Diversity and Inclusion Action Plan (DIAP) sets out how we will maintain and build on our culture of inclusivity and increase the diversity of our organisation, in order to influence the sector. Each and every one of us within CIMSPA has a part to play in making this happen, but as the leaders of the organisation you have our word that we will relentlessly work towards the objectives of this DIAP to make sure they are achieved.



Tara Dillon  
Chief Executive Officer



Marc Woods  
Chair of the Board of Trustees

# About CIMSPA

The Chartered Institute for the Management of Sport and Physical Activity (CIMSPA) is the professional development body for the UK's sport and physical activity sector, committed to supporting, developing and enabling professionals and organisations to succeed and, as a result, inspire our nation to become more active.

## Vision

Shaping a recognised, valued and inclusive sport and physical activity sector that everyone can be a part of.

## Our Purpose

Our purpose is to lead the sport and physical activity sector and continue to shape a respected, regulated and recognised profession that prioritises diversity, inclusion, skills and behaviours. By doing this we will increase employment and volunteering opportunities for people from the broadest range of backgrounds and experiences.

### We do this by:

- Empowering individuals to realise their potential in the sport and physical activity sector by supporting them on their personal career pathway through professional recognition.
- Championing the value and positive impact of a diverse and inclusive sport and physical activity workforce.
- Creating a robust, efficient, effective and localised approach to skills and education that systemises how we support and enable the workforce and organisations to succeed.
- Leading our sector on workforce policy and regulation to protect both the public and our workforce.
- Enhancing public trust and confidence in the value of our workforce and profession.

## Values

Our team values and culture are **respect**, **quality** and **teamwork**.



# CIMSPA's Strategy

## [Releasing the Power of our Profession \(2024-2030\)](#)

CIMSPA's recently published strategy sets out a recognised, achievable career path for everyone that is in, or wants to be part of, our sector with entry routes, progression and status recognition that meet the needs of both the individual and the employer.

It ensures that training, qualifications and skills development opportunities are high-quality and meet the changing needs of the sector. It provides a foundation built on local needs, helping the right skillsets to be available in the right places, at the right time. It helps more people to engage in sport and physical activity and have safe, enjoyable experiences.

Our insight and conversations with the sport and physical activity workforce reveal a singular truth – they want to be recognised for the great work they do – by their peers, by their employers, by the public and by professionals in other sectors. Making professional recognition a reality for everyone in our world, through professional status, is a core ambition of this strategy.

## Leading on removing workforce inequalities

Within our strategy we have set out the following ambition, to be achieved by 2030:

### Our ambition

**That the demographic of the people who work in sport and physical activity fully-represents the society it serves. Our equality, diversity and inclusion (EDI) ambitions will be a “golden thread” within and throughout this strategy.**

## How we will achieve this

Increasing the awareness of CIMSPA as an exemplar employer and establish ourselves as the “go to” organisation for sector workforce equality, diversity and inclusion excellence.

### CIMSPA People & Culture department

- Share how equality, diversity and inclusion is prioritised within our own organisation's actions as we recruit, support and nurture our staff team.
- Continually develop our organisational equality, diversity and inclusion (EDI) focus and ambitions as an exemplar for the sector.



**CIMSPA Insight department and CIMSPA workforce skills observatory**

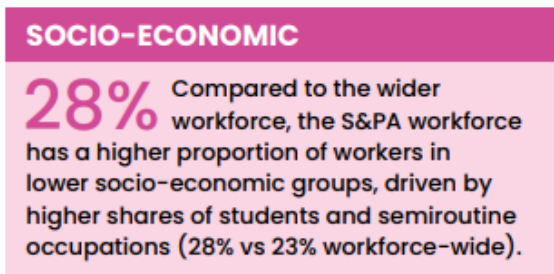
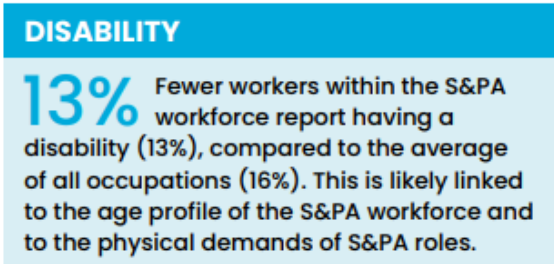
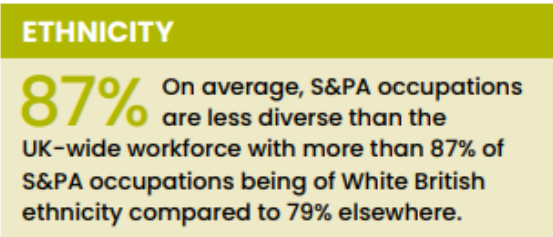
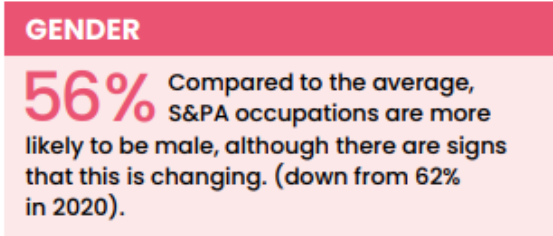
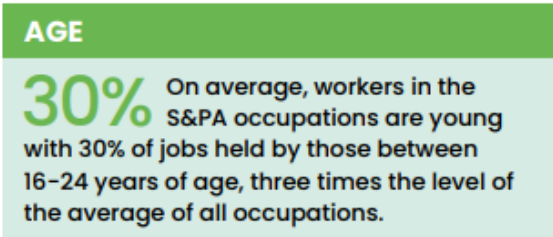
- Lead on the collection of operational workforce EDI intelligence through the CIMSPA Insight department and CIMSPA Data Lens project.
- Share this insight with CIMSPA members, partners and stakeholders to enable their own equality, diversity and inclusion innovations and improvements.
- Commission over-the-horizon EDI research through the new UK sport and physical activity skills observatory.

**CIMSPA members, partners and stakeholders**

- Work to eradicate barriers into the sector from an employment perspective.
  - Improve understanding of the prime importance of EDI within the sport and physical activity sector’s work to deliver health, wellbeing and socio-economic benefits to our nation.
  - Establish a pathway for continual EDI development by CIMSPA partners and members. We will do this by ensuring that EDI is addressed within every CIMSPA sport and physical activity sector local skills plan.
  - Establish effective pathways for a diverse workforce into CIMSPA membership through our careers support activity.

**Sector EDI datapoints**

We know from our extensive insight into the sport and physical activity workforce that core occupations within the sector tend to be less diverse than the UK-wide working population. However, we believe that by delivering the system interventions outlined in our strategy, we can redress this balance and make the sector’s workforce fully inclusive by 2030.



# Scope of our Diversity and Inclusion Action Plan

Our strategy outlines our outward-facing ambitions with regards to EDI. However, we know that to be able to influence our partners and the wider sector to improve their own practices, we have to have credibility; credibility which will only be maintained if we lead by example and demonstrate an exceptional culture of EDI within our own organisation.

As well as putting us in the position to influence others, we also believe that by demonstrating an unwavering commitment to EDI within CIMSPA, we will reap the benefits ourselves. We know that our people are our strongest asset, and firmly believe that the more diverse our staff team, board and committees are, the wider the range of experiences, perspectives and ideas we can tap into to ensure that our strategy is delivered successfully.

Therefore, our Diversity and Inclusion Action Plan (DIAP) initially identifies actions which are focused on improving our own equality, diversity and inclusion, and on raising our profile with our partners and members regarding this work.





# Where are we now?

## Our approach to Equality, Diversity and Inclusion

In December 2022, CIMSPA's Board of Trustees, the EDI Working Group (see below) and the Senior Leadership Team agreed to the following statement of commitment:

**“CIMSPA recognises and values people’s uniqueness and our intention is for everyone to be provided with the equal opportunity to be able to thrive and reach their full potential. We listen and understand people’s individual views and lived experiences, so that we can help shape and drive the sector’s workforce to have a measurable positive impact on lives and communities across the sport and physical activity sector.”**

As stated on page 6, our EDI ambition is a ‘golden thread’ throughout our strategy. Just as EDI is interwoven across our work, so we believe that EDI should be interwoven throughout the roles of everyone at CIMSPA. Although we have an EDI Sector Lead role within the staff team, the purpose of this role is to provide expertise within this area, and to be a catalyst for our EDI work across the organisation rather than to be solely responsible for it.

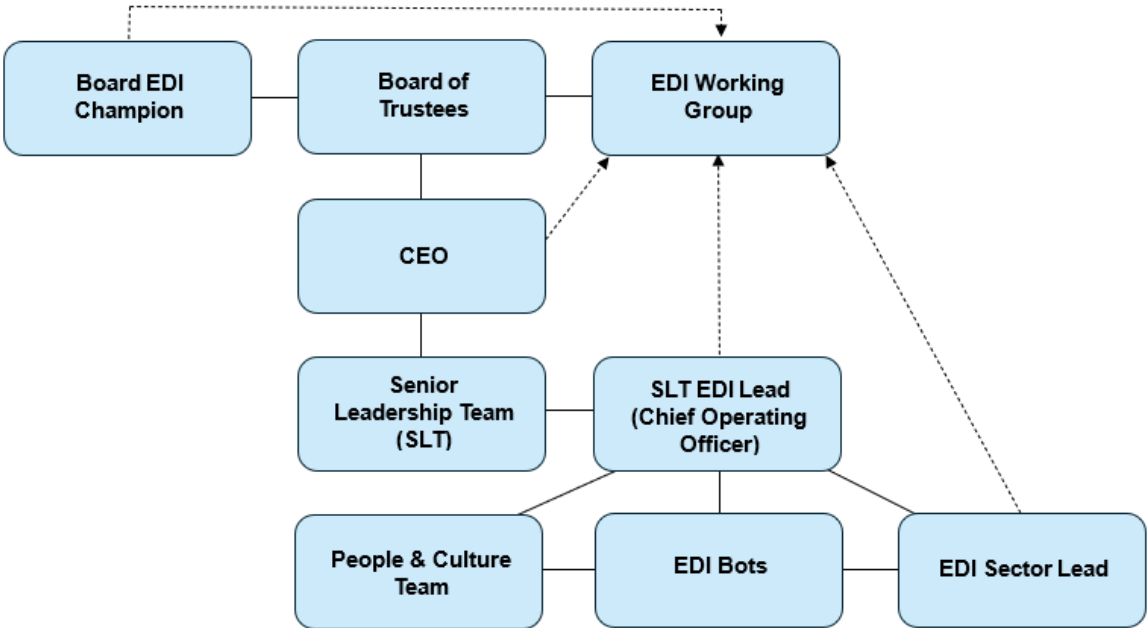
Ultimate responsibility for EDI, as with all other elements of the business, sits with our Board of Trustees, and their statement of commitment is published on our website. We have a Board Equality, Diversity and Inclusion Champion role to support this work, usually held by an Independent Trustee. This role acts as an advocate for CIMSPA’s compliance with its obligations under equality legislation and the Institute’s commitment to treating people equally and fairly. They also support CIMSPA’s commitment to the promotion and maintenance of an inclusive and supportive environment which is free from discrimination, and that all stakeholders can expect to experience when engaging with CIMSPA. They are responsible for ensuring that EDI considerations are taken into account in all discussions and decisions of the Board.

The strategic leadership of EDI is facilitated by an EDI Working Group comprising of the Board Chair, Board EDI Champion, Senior Independent Director, Chief Executive Officer and Chief Operating Officer. This group meets as required to provide direction and scrutiny of CIMSPA’s EDI work.

From a compliance perspective, the People and Culture team ensure that all relevant policies and procedures comply with relevant legislation, including the Equality Act 2010. They are also responsible for identifying and addressing EDI training needs for the organisation, including training for hiring managers and others involved in recruitment. However, having a strong EDI ethos goes so much further than simply complying with the law and ensuring that no employees or potential employees are discriminated against due to a protect characteristic. The Senior Leadership Team are responsible for ensuring that EDI is built

into all areas of the business, not just in planning but also in practice. This work is supported by the 'EDI Bots', a cross-departmental group who act as advocates for EDI. The purpose of this group is "to act as advocates who will challenge, inform and take action to initiate change towards a working environment where diversity of thought is the norm, equitable culture allows everyone to grow and everyone has the opportunity to be authentically themselves". This group identifies operational actions to help achieve this purpose, and provides a conduit for ideas, information and feedback between all departments and the senior leadership of the organisation.

CIMSPA's EDI leadership is illustrated in the diagram below:



Ultimately our biggest challenge has been, and continues to be, ensuring that our EDI work leads to permanent, meaningful change rather than short-term, short-lived actions. We believe that the above structure, encompassing as it does the breadth of the organisation, will enable us to make this positive difference and give all of CIMSPA's people a role to play in making this happen. This will be strengthened by our planned expansion of the EDI Working Group to include external partners so that it can provide more effective direction and scrutiny of our work.

## Highlights from the past 12 months

During 2023-24, CIMSPA has undertaken various actions beyond our standard practices to improve our diversity and inclusivity, including:

- Using [Level=](#), a specialist recruitment agency who specialise in removing bias from the recruitment process, for a sample of our Board and Staff vacancies, and using blind shortlisting for all other vacancies.
- Establishing 'EDI Bots' and 'Wellbots', groups of staff who have volunteered to initiate positive change across the organisation with respect to EDI and staff wellbeing / mental health respectively.
- Staff running awareness-raising celebrations around festivals which are culturally significant to them, i.e. 15 employees took part in a full day's fast and broke fast together to celebrate Ramadhaan; one colleague explained the story of Diwali during an All Hands meeting and brought in Indian sweets to celebrate Navratri.
- Organising training sessions for all staff, with a mix of internal deliverers and external speakers with lived experience. Topics have included Implicit Bias and Transgender Awareness.
- Arranging focus group sessions for staff and external partners to explore how CIMSPA can attract more individuals from ethnically diverse communities or people with disabilities when recruiting talent into the organisation.
- Becoming a signatory of the Race at Work Charter, publicly demonstrating our commitment to improving the quality of opportunity in our workplace.
- Ensuring that all venues used for Team Days include a quiet space for any staff who may need it, including those who are neurodiverse.
- Continuing to offer hybrid working and providing all staff with a home office set-up grant, meaning staff don't feel pressured to come into the office every day, and that they have the right equipment to work effectively at home, including if they have additional needs.
- Delivering webinars to members and partners on topics such as 'Making sport and physical activity more accessible for diverse communities', 'Returning Pre- and Post-natal women to training and sport' and 'Puberty, participation and performance in girls'. In 2023-24, our EDI-related workshops were attended live by over 2000 people, and many more have accessed the recordings.
- Launching the Inclusivity Skills project, which will provide digital training and resources to our ReTrain to ReTain members who wish to become inclusive practitioners.
- The first two Local Skills Plans have prioritised having a representative and inclusive workforce. These plans identify local workforce priorities for the sport and physical activity sector, and align to wider cross-sector skills plans.
- Exhibiting / networking at several EDI-related events to raise awareness of CIMSPA's work and the support we can offer to individuals within specific communities. This included the Include Summit and events organised by the Muslim Sports Foundation and Asian Sports Foundation.



- Launching a pilot in conjunction with The Well HQ to enhance the knowledge and confidence of FE staff around female health, with 45 staff from 30 FE colleges signed up.
- Continuing to develop the Digital Marketing Hub (DMH) to support SMEs, sole traders, community groups etc. to develop their digital marketing skills. Webinars were delivered on topics such as 'Effective Marketing for Disabled Sport' and 'Applying the Lessons from This Girl Can'. Over 8000 people have signed up to access the DMH for free.



## What is our current situation?

CIMSPA analyses the diversity of our staff team and Board of Trustees on an annual basis. We also analyse recruitment data for staff and Trustees, as well as carrying out regular staff surveys. Although we are not required to by law, we believe in being fully transparent and therefore publish our Gender Pay Gap report within our annual report, as well as being one of the few organisations to calculate and report on our Ethnicity Pay Gap.

In addition to this, we recently held a focus group discussion with staff around attracting ethnically diverse talent. All staff were invited to attend, regardless of whether they had lived experience, were interested in this topic or wanted to learn from others.

The key findings are shown below:

### Board of Trustees Demographics

16.7% of trustees are female, compared to 51% of the population.

Our Board of Trustees has significantly less White British members than the national population (50% v 74.4%), but the proportion of White members is slightly higher (83.3% v 81.7%).

16.7% of trustees have a disability compared to 17.7% of the population.

The Board does not currently have any members who identify as LGBTQ+, compared to 3.5% of the population.

50% of trustees are aged 35-44 and 33% are aged 45-54, whereas the average national age of trustees is 55-64 with 51% being retired (2017 Charity Commission figures). However, CIMSPA has no trustees aged 34 or younger.

*Information collected summer 2023*

### Staff Demographics – All Staff

The gender split of the staff team is broadly in line with the national population.

There are significantly less people from ethnic minority groups working for CIMSPA compared to population (12.7% v 18%). More female than male staff are from ethnic minority groups.

14.2% of staff have a disability compared to 17.7% nationally.

9.5% of staff identify as LGBTQ+ compared to 3.5% of the population.

44.4% of staff are aged 25-34, with 34.9% being aged 35-44.

41.2% of the workforce have caring responsibilities, with 61.5% of these carers being female.

*Information collected summer 2023*



### Participation in the Surveys

60% of trustees completed the Board Diversity survey, and 80% of staff completed the surveys.

### Staff Demographics - Leadership

CIMSPA has a Senior Leadership Team (SLT) supported by a Senior Management Team (SMT).

The proportion of females (55.6%) and those who identify as LGBTQ+ (11.1%) increases across SMT and SLT together compared to the staff team as a whole, and increases again when looking just at SLT (75% female and 25% LGBTQ+ respectively).

Conversely, the proportion of staff who are ethnically diverse or who have a disability decreases across SMT and SLT, and again across just SLT, with no SLT members being from these groups.

*Information collected summer 2023*

### Focus Group – Attracting Ethnically Diverse Talent

Key points:

- We need to demonstrate the breadth of roles available at CIMSPA, and the prestige of the organisation being the Chartered Institute for the sector.
- We should highlight CIMSPA's commitment to internal promotion and career development as part of our recruitment information.
- We need to ensure that CIMSPA's social purpose and our contribution to improving the health of the nation are prominent in our recruitment information.
- CIMSPA's retention of ethnically diverse talent is a strength – employees feel they can be their authentic selves when at work.
- Ethnically diverse staff are wary of positive recruitment actions being a 'tick box' exercise rather than a genuine commitment to inclusivity.

*Information collected in summer 2023*

### **Gender and Ethnicity Pay Gap Reporting**

Based on median hourly earnings, CIMSPA has a gender pay gap of 6.84% (compared to 9.4% nationally) and an ethnicity pay gap of 19.61%.

However, although there are pay gaps there are no unequal pay issues (when someone is paid less for doing the same job or work of equal value due to their gender or any other protected characteristics. The gender pay gap within CIMSPA is mainly due to vertical segregation, i.e. males occupying more of the senior roles than females, and females occupying more of the jobs in lower quartile. The ethnicity pay gap is due to white employees occupying more senior roles than ethnically diverse employees.

*Information collected summer 2023*

### **Job Applicants**

Looking at the data from our five most recently recruited roles:

59.3% of applicants were female, compared to 51% of the population.

15.4% of applicants were ethnically diverse, compared to 18% of the population.

3.8% of candidates had a disability compared to 17.7% of the population.

19.2% of applicants identify as LGBTQ+ compared to 3.5% of the population.

The ethnic diversity, gender split and age demographics vary considerably from role to role. For example, the most senior role was significantly less diverse in all areas, and the finance-related role was more ethnically diverse than the others.

*Information collected March 2024*

*National population statistics have been taken from the 2021 census.*



# Our Equality, Diversity and Inclusion Objectives

The above shows that, despite the work we've done so far, there are still many areas we can improve to ensure that we are a fully diverse and inclusive organisation. We also know that we need to continue learning as an organisation and as individuals, even in the areas where we know we are strongest.

Having analysed our current situation and our ambition, we have identified three key themes where we need to focus our efforts:

**Our Culture** - how it feels to work or volunteer at CIMSPA; how inclusive and supportive we are.

**Our Diversity** – the diversity of our People, including the staff team, Trustees, board and committee members and anyone else who works for CIMSPA on a paid or voluntary basis.

**Our Influence** – how we can improve the equality, diversity and inclusivity of the sector.

These themes have been translated into three key objectives, which underpin our 18-month Action Plan:

## Objectives

- **Our Culture** To ensure everyone at CIMSPA feels proud of our inclusive culture and actively contributes towards maintaining this. Each individual will feel valued for what they bring to the organisation and knows they will be supported to learn, grow and progress.
- **Our Diversity** To increase our diversity to ensure the demographic of our People fully represents the society we serve.
- **Our Influence** To use our position as the chartered institute to cascade excellent EDI practices across the sector. To achieve this our initial objective is to ensure partners, stakeholders and the wider sector understand CIMSPA's commitment to EDI and identify us as an exemplary inclusive employer.

We know we can't achieve these objectives in isolation, and we will therefore continue to make use of external expertise within and beyond the sector, working in partnership with specialist EDI organisations and individuals wherever necessary, and learning from good practice elsewhere.



# Action Plan

We are conscious that we need to strike a balance between identifying actions which are suitably ambitious and will have demonstrable impact, while also being confident that we can deliver on what we've committed to. We also recognise that it takes time to embed permanent, positive change within any organisation. With this in mind, we have identified the following actions for the 18 month period to September 2025. These will build on our existing good practice and set us firmly on our way to achieving our objectives and overall 2030 ambition .

Strategic Objective	Actions	Timescale	Responsibility	Current Situation	Key Result (by 30.09.25)
<b>Our Culture:</b> To ensure everyone at CIMSPA feels proud of our inclusive culture and actively contributes towards maintaining this. Each individual will feel valued for what they bring to the organisation and knows they will be supported to learn, grow and progress.	Create an EDI section on CIMSPA-net (intranet) which provides staff with relevant resources, information and examples of good practice related to EDI	Aug-24	EDI Lead	Intranet under development, EDI section not yet launched	* Intranet pages live * 50% of staff have visited the EDI homepage at least once
	EDI Bots to develop and deliver a work programme which aligns to the DIAP, 18-month plans and main strategy	Work programme in place June 24, then delivered by 30.09.25	EDI Bots Chair	EDI Bots meeting bi-monthly. Work programme in development	* EDI Bots work programme clearly articulated, with timescales * Identified actions completed and evaluated

Strategic Objective	Actions	Timescale	Responsibility	Current Situation	Key Result (by 30.09.25)
	Build on the existing EDI calendar (containing key awareness or faith dates) to identify approx. one key date per month which will be a focus for whole-staff activity. Dates to be chosen based on staff lived experiences	Key dates identified April 24, then ongoing	EDI Bots	Calendar in place, key dates not identified	<ul style="list-style-type: none"> <li>* Minimum 10 dates commemorated</li> <li>* Average &gt;50% staff engaged</li> </ul>
	Develop and launch a Culture Deck for CIMSPA, with a strong focus on our inclusive culture and how CIMSPA's people are encouraged to be their authentic selves	Apr-24	Head of People and Culture	No culture deck in place	<ul style="list-style-type: none"> <li>* Culture Deck launched</li> <li>* Positive feedback from new staff gained via survey during quarterly Corporate Induction Session</li> </ul>
	Include questions regarding our culture within the annual staff wellbeing survey; Develop actions based on the results	Survey May 24; Actions tbc	Wellbots and Head of People and Culture	Wellbeing survey carried out, but without specific culture questions	<ul style="list-style-type: none"> <li>* Wellbeing survey carried out</li> <li>* 80% staff completion</li> <li>* Actions identified based on results</li> </ul>

Strategic Objective	Actions	Timescale	Responsibility	Current Situation	Key Result (by 30.09.25)
	Develop a more in-depth EDI section of the induction process for new staff and trustees, including identifying an appropriate EDI training module	Sep-24	Head of People and Culture	Induction currently focuses on EDI-related policies	<ul style="list-style-type: none"> <li>* EDI element of induction process updated and improved to include awareness raising and overview of CIMSPA's inclusivity culture</li> <li>* 100% of new staff and trustees to complete EDI element of induction</li> </ul>
	Design and implement a standardised 'Re-introduction' process for existing employees who have been out of the business for a significant period, i.e. due to long-term sickness, maternity / paternity leave etc. to enable these colleagues to re-integrate as quickly and easily as possible	Dec-24	Head of People and Culture	Standard process not in place, managed by line managers	<ul style="list-style-type: none"> <li>* Process designed and communicated to all line managers</li> <li>* Process being used when necessary</li> </ul>

Strategic Objective	Actions	Timescale	Responsibility	Current Situation	Key Result (by 30.09.25)
	Identify EDI training needs of existing staff and trustees, and develop an ongoing training / awareness programme to address these. This may include a range of internal and external deliverers, and formal / informal sessions as appropriate	Sep-24	Head of People and Culture	Programme in place but not comprehensive	<ul style="list-style-type: none"> <li>* Training needs of staff identified, with response from every team</li> <li>* Board Skills Matrix, with increased detail within EDI section, completed by 80% of trustees</li> <li>* Training programme in place and delivered, with attendance targets identified and met for each session. 60% of attendees at each session agree that their knowledge and understanding has improved due to the session</li> </ul>

Strategic Objective	Actions	Timescale	Responsibility	Current Situation	Key Result (by 30.09.25)
	<p>Increase the number of secondment opportunities and internal promotions taken up within the organisation; Line managers to discuss career development and progression with staff during Mid- and End-Year Review meetings, and to identify barriers preventing individuals from applying for these opportunities, particularly those who are ethnically diverse or those with a disability; Identified barriers to be addressed wherever possible and opportunities promoted to all staff; Ensure process for appointments is transparent and fair, and clearly communicated.</p>	<p>Data on recent secondments / internal promotions collated May 24; Mid-year Review info collated Oct 24;</p>	<p>Head of People and Culture</p>	<p>No baseline data</p>	<ul style="list-style-type: none"> <li>* Current data for secondments and internal promotions collected and used to set future targets</li> <li>* Career development and progression discussed with 100% of staff during Mid- and End-Year Review meetings</li> <li>* Barriers preventing individuals from taking up these opportunities identified and addressed</li> <li>* Increase ethnic diversity on SMT / SLT from 3.7% to 10% and increase the number of people with disabilities from 11.1% to 17.7% (Note - this is a 5-year target, given the small number of individuals involved and the impact of one individual on each statistic)</li> </ul>

Strategic Objective	Actions	Timescale	Responsibility	Current Situation	Key Result (by 30.09.25)
	Ensure that appropriate reference to EDI is made in all Board / Committee Terms of Reference, role descriptions, codes of conduct etc.	Sep-25	Governance Manager	References in many documents, but inconsistently worded	* 10 documents updated based on Policy Review Cycle
	Ensure a comprehensive update on EDI work is provided to the Board of Trustees at least twice per year, with a full review of the DIAP taking place annually	Review Feb 25	Board EDI Champion	Updates provided when necessary	* Updates built into meeting cycle
	Ask employees whether they speak any languages other than English, and whether they'd be happy to act as an interpreter on calls with members / the public if required, or to translate any documents if requested	Jun-24	Governance Manager	No baseline data	* Staff surveyed * List held by Memberships team and Marcomms
	Build EDI into the revised internal audit process so that the full breadth of EDI considerations is covered	Sept 24 then ongoing	Head of Governance and Compliance	Revised internal audit process under development	* Internal Audit process confirms compliance with all relevant aspects of the Equality Act 2010, both in policy and in practice

Strategic Objective	Actions	Timescale	Responsibility	Current Situation	Key Result (by 30.09.25)
	Expand the current EDI Working Group to include external partners with EDI expertise, and establish as a formal sub-committee of the Board	Mar 25	Chief Operating Officer	EDI Working Group in place and meeting when required	* EDI Advisory Group established and meeting 5 times per year, reporting to the Board of Trustees
<b>Our Diversity:</b> To increase our diversity to ensure the demographic of our People fully represents the society we serve	Update diversity monitoring form to include latest 'good practice' categories and questions relating to socio-economic status / educational attainment.	May-24	Governance Manager	Inconsistency across the organisation	* Set form being used across the organisation * Form reviewed annually * Targets for socio-economic status / education attainment set once baselines established
	Improve understanding of diversity of our staff, boards and committees through increased response rates to annual diversity survey; Explain to staff / board and committee members in person (at meetings / in staff weekly All Hands session) the importance of collecting this data, what it will be used for and assurances of anonymity	May-24	Governance Manager	60% trustees and 80% staff completion; inconsistent across other sub-committees	* 80% trustee completion * 90% staff completion * 50% completion across sub-committees

Strategic Objective	Actions	Timescale	Responsibility	Current Situation	Key Result (by 30.09.25)
	Establish improved systems to collate demographic data from staff, board and sub-committee recruitment to ensure a comprehensive understanding of who is / isn't applying for these roles, and to measure progress	May-24	Head of People and Culture	HR system not currently able to produce reports based on this data	<ul style="list-style-type: none"> <li>* Data produced and analysed for each vacancy, and for each 6-month period across all roles</li> <li>* Data used to measure progress and set future targets</li> </ul>





Strategic Objective	Actions	Timescale	Responsibility	Current Situation	Key Result (by 30.09.25)
	Review the recruitment process for staff, trustees and board sub-committee members to understand potential openings for bias and any barriers within the process such as: <ul style="list-style-type: none"> <li>* How the JDs are written</li> <li>* Where and how CIMSPA advertises</li> <li>* The application process</li> <li>* EDI information provided</li> <li>* Offers of reasonable adjustment</li> <li>* Interview process</li> <li>* Communication throughout the recruitment process</li> <li>* Accessibility of website and downloadable documents</li> <li>* Unconscious bias training for those who participate in the interview process</li> <li>* Use of specialist recruitment agencies where appropriate</li> </ul> Address findings using recognised best practice as appropriate	September 24 then ongoing	Head of People and Culture / EDI Lead / Governance Manager	See below	See below

Strategic Objective	Actions	Timescale	Responsibility	Current Situation	Key Result (by 30.09.25)
	<p>Improve the appeal of working for CIMSPA for all protected characteristics and under-represented groups, particularly for those who are ethnically diverse or who have a disability; Create assets such as videos to showcase a range of staff telling their stories about how CIMSPA supports them to be their authentic self at work, and to demonstrate the opportunities for progression within the organisation. Include in recruitment information</p>	Sep-24	Director of Marketing and Communications	Ethnic minority groups and people with disabilities underrepresented on the staff team. Candidates for more senior roles significantly less diverse than our averages	<ul style="list-style-type: none"> <li>* Average % of ethnically diverse candidates is 18%, with a minimum of 10% for every role</li> <li>* At least 40% of candidates for every role are female</li> <li>* Average % of candidates with a disability is 10%</li> </ul>
	<p>Create and deliver a campaign to increase the relevance of the boards and sub-committees to our members, focusing on the range of skills, experience, backgrounds etc. of our existing trustees / sub-committee members and highlighting the role of the different groups.</p>	April 24 then ongoing	Head of Marketing and Communications	Those who are older and / or who have held CIMSPA membership for a significant period of time are more likely to vote in trustee elections	<p>In next election:</p> <ul style="list-style-type: none"> <li>* 80% of voters to be Practitioners</li> <li>* 40% of voters to be aged 44 or less</li> <li>* 90% of voters to have held CIMSPA membership for 10 years or less</li> </ul>

Strategic Objective	Actions	Timescale	Responsibility	Current Situation	Key Result (by 30.09.25)
	Identify and trial different routes to increase the diversity of our Board of Trustees, for example by developing links with organisations working to increase diversity of Non-Executive Directors and Trustees across all sectors, and by identifying development opportunities for our Youth Panel members	Sep-25	Board EDI Champion, Chief Operating Officer, Governance Manager	Females, ethnic minority groups and those who identify as LGBTQ+ are underrepresented on the Board of Trustees	<ul style="list-style-type: none"> <li>* 40% of Trustees are female</li> <li>* Less than 80% of Trustees are White</li> <li>* 8% of Trustees identify as LGBTQ+</li> <li>* Development programme developed for Youth Panel members and 'graduates'</li> </ul>
	Offer targeted internships to our priority demographics through the 10,000 Interns Foundation (10,000 Black Interns and 10,000 Able Interns schemes)	Sept 25	Chief Operating Officer	Inter placements offered when appropriate but not currently with a targeted recruitment focus	* 2 paid internships completed (one via the 10,000 Black Interns scheme and one via the 10,000 Able Interns scheme)
<b>Our Influence:</b> To ensure partners, stakeholders and the wider sector understand CIMSPA's commitment to EDI and identify us as an	Update CIMSPA's EDI statement of commitment and republish on website	May-24	Governance Manager	Statement on website but needs updating	* New statement from Board of Trustees on website
	Identify examples of EDI good practice from our partners, and personal stories from our members, and use to create case studies / news articles	April 24 then ongoing	Head of Marketing and Communications	EDI-related case studies / news items created on an occasional basis	* Minimum 4 per year

Strategic Objective	Actions	Timescale	Responsibility	Current Situation	Key Result (by 30.09.25)
exemplary inclusive employer.	Create an EDI section on CIMSPA website, aimed at members, partners and the general public, which will provide information such as: <ul style="list-style-type: none"> <li>* CIMSPA's EDI statement of commitment</li> <li>* CIMSPA's Diversity and Inclusion Action Plan</li> <li>* Update on progress against DIAP (after 12 months)</li> <li>* CIMSPA's Equality Policy</li> <li>* EDI contact details</li> <li>* CIMSPA EDI news and case studies (from CIMSPA and partners)</li> <li>* Links to other relevant EDI resources produced by CIMSPA</li> </ul>	Sep-24	Governance Manager	EDI statement published	<ul style="list-style-type: none"> <li>* EDI section in place on website</li> <li>* 200 hits per month</li> </ul>

Strategic Objective	Actions	Timescale	Responsibility	Current Situation	Key Result (by 30.09.25)
	<p>Include a comprehensive update on our EDI commitment and related work, including progress against the DIAP, in our Annual Report and at our AGM</p>	<p>Sep-24</p>	<p>Chief Operating Officer</p>	<p>Staff / Trustee diversity and pay gap reporting published, along with EDI actions</p>	<ul style="list-style-type: none"> <li>* EDI section included in 23-24 Annual Report, including summary of DIAP</li> <li>* EDI section included on 24-25 Annual Report, including progress against DIAP</li> <li>* EDI update included in AGM</li> </ul>

Strategic Objective	Actions	Timescale	Responsibility	Current Situation	Key Result (by 30.09.25)
	<p>Continue to improve the accessibility of our marketing and communications activity so that it is accessible to as wide an audience as possible. Key interventions include:</p> <ul style="list-style-type: none"> <li>* Review of language used to support accessibility</li> <li>* Captioning included on appropriate assets, e.g. photos, videos, graphics where photos are utilised</li> <li>* Inclusion of diverse voices across commentary</li> <li>* Create bank of authentic, representative imagery and visual assets</li> <li>* Development of bi-lingual assets where appropriate, including Welsh for our work in Wales</li> </ul>	Sept 24	Head of Marketing and Communications	<p>Welsh Professional Development Board documentation translated to Welsh. Work ongoing to develop a Wales Comms Plan.</p> <p>Video training session on 21/03/24 to implement standardised captioning on all future video content.</p> <p>Preliminary discussions around the development of a more dynamic and representative image bank/repository</p>	<ul style="list-style-type: none"> <li>* All video content to feature captions (from April 2024)</li> <li>* Welsh Comms Plan completed and being actioned</li> <li>* Sharepoint image bank updated, with refined search options</li> </ul>

Strategic Objective	Actions	Timescale	Responsibility	Current Situation	Key Result (by 30.09.25)
	Use CIMSPA social media platforms to raise our EDI profile, including: <ul style="list-style-type: none"> <li>* Promotion of CIMSPA's EDI work</li> <li>* Promotion of partner case studies</li> <li>* Support for relevant campaigns, awareness days etc.</li> <li>* Employee opinions around working for CIMSPA.</li> </ul>	April 24 then ongoing	Head of Marketing and Communications	Marcomms Team member a member of EDI Bots	<ul style="list-style-type: none"> <li>* Minimum 4 case studies per year</li> <li>* Campaigns etc. promoted where relevant link to current activity from CIMSPA, member or partner is present</li> <li>* Minimum 2 'employee pieces' per year</li> </ul>
	Replicate the EDI Champion role on our Board of Trustees within our wider sub-committee structure	Sep-25	Governance Manager	EDI Champion role in place on Board of Trustees	<ul style="list-style-type: none"> <li>* Role Description for sub-committee EDI Champion produced</li> <li>* 25% of LSABs / PDBs and PDCs / Workforce Skills Observatory Board and Workforce Insight Group have an EDI Champion in place</li> </ul>

Strategic Objective	Actions	Timescale	Responsibility	Current Situation	Key Result (by 30.09.25)
	Deliver and evaluate the Inclusivity Skills Project, which provides digital training and resources to ReTrain to ReTrain members who wish to become inclusive practitioners in one or more categories	Dec-24	Associate Director for Professional Services	Project planned and launched	* 4000 CIMSPA ReTrain to ReTrain members completed at least one specialism
	Identify the need for, and deliver, live webinars in EDI-related topics to our members. Increase awareness of our on-demand webinar library with members and increase the number of views of EDI-related recordings, through using soundbites from recordings on social media. Review the accessibility of these webinars and improve where appropriate	Sep-25	Head of Insight and Business Transformation, Membership Experience Manager	6 workshops delivered during past 12 months focusing on specific populations	* 8 workshops per year delivered (c12 to Sept 25) * 1000 views per webinar (live and on-demand)
	Ensure that Local Skills Plans prioritise having a diverse and inclusive workforce as appropriate to their local area	Sep-25	Regional Managers	2 plans drafted	* 15 Local Skills Plans published with EDI as a priority



Strategic Objective	Actions	Timescale	Responsibility	Current Situation	Key Result (by 30.09.25)
	Establish a mentoring programme for potential Chartered members, using existing Chartered members as mentors. Through the marketing of this support, ensure this focuses on under-represented groups (population v membership v chartered membership data to be analysed)	Sep-25	Membership Experience Manager	Mentoring programme not currently in place	<ul style="list-style-type: none"> <li>* Focus under-represented groups identified and targets set</li> <li>* Number of chartered members from these priority groups increased</li> </ul>

# Review Process

Our Diversity and Inclusion Action Plan will be reviewed by the Senior Leadership Team and the Board of Trustees annually as a minimum. This review will include producing an update on progress, which will be shared with CIMSPA's people, members, partners and the wider public. It will also involve reflecting on our objectives and whether they are still appropriate and ambitious, and updating the Action Plan to identify additional actions for the following 18 months.



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