



# Annual Report

2022–2023

Release date  
September 2023



## Contents

Our vision & mission	04
A message from our Chair and CEO	05
2022/23 Highlights	06
ReTrain to ReTain	08
Members	09
Partners	12
Community	16
Governance	19
Finances	44

# Welcome to CIMSPA's 2022–23 Annual Report, where we highlight some of the activities, initiatives and campaigns that have supported our members, partners and the wider sport and physical activity community.

As sport and physical activity becomes ever more closely linked with the wider health and wellbeing of the nation, CIMSPA is proactively stepping up to meet the changing needs of the sector.

In the last year we are proud to have made real progress in many areas to support the workforce, employers, businesses, educational institutions and the public who engage with sport and physical activity throughout the UK.

Also included is our annual Governance Review, published in line with the UK Sport and Sport England Code for Sports Governance, and the Charity Governance Code. This Governance Review demonstrates our commitment to transparency and acts as a marker for tracking our future progress on key metrics such as equality, diversity and the work of our boards, panels and committees.

This report covers the period from 1 April 2022 to 31 March 2023.

#### **Published by:**

The Chartered Institute for the  
Management of Sport and Physical Activity  
Incorporated by Royal Charter  
Charity Registration Number: 1144545  
[www.cimspa.co.uk](http://www.cimspa.co.uk)

© The Chartered Institute for the Management  
of Sport and Physical Activity



FUNDED PARTNER

# Our vision & mission

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.

We help to nurture talent, develop careers, inspire professionalism and set clear regulatory standards for success, continuing the development of a modern, prosperous and respected sector with the highest standards of service delivery.

## Our Vision:

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

## Our Mission:

### Through our work we will:

- Allow individuals to realise their potential by having a clear route into and through our sector.
- Provide employers with the best people.
- Ensure the availability of quality and relevant learning and development opportunities.
- Be the lead organisation on sport and physical activity workforce policy.
- Give the public increased confidence in a professional, respectable sector.



# A message from our Chair and CEO

The 12 months covered by this Annual Report saw the immediate impact of the Covid-19 pandemic receding, but leaving behind a legacy of challenges for the nation's health, wellbeing and finances. In addition, the war in Ukraine and the spectre of rising energy costs, inflation and the cost-of-living put pressure on many parts of the sport and physical activity sector.

Here at CIMSPA we have tried our best to play a part in alleviating some of these immediate pressures for people working in sport and physical activity, while also looking to the future and continuing to put the building blocks in place that will meet the changing needs of the sector, and of society.

We are especially proud of the role CIMSPA played in helping to secure over £60m of government support for facilities with pools at the height of the energy-cost crisis. This funding will undoubtedly have been critical in helping many facilities to remain open and serving their local communities.

The continued success of the ReTrain to ReTain programme and the Digital Marketing Hub are both testament to our close relationship with Sport England and to our commitment to providing employers and individuals with practical support for the development of their businesses and careers.

A key theme of our work over the last year has been a focus on Local Skills Plans: bringing together employers, education and training providers to better meet the needs of local communities. This local skills focus has the dual benefit of helping employers to address recruitment challenges and providing learners with a clearer path into employment and contributing to the local economy.

This year has also seen the ongoing evolution of our offering to CIMSPA members, with a benefits package that is constantly developing, and a major investment in our new member and partner portal.

However, we believe that the ultimate value we can deliver for members is greater professional recognition and career development opportunities, and this remains at the heart of our mission.

We're proud to have contributed to Sport England's 'Future of public sector leisure' report and the Government's new sport strategy (not yet published at the time of writing). We believe that society (and government) is truly waking up to the transformative power of sport and physical activity in terms of public health, wellbeing, community cohesion and economic benefit, and CIMSPA is proactively stepping-up to meet the changing needs of the sector. The new CIMSPA strategy also reflects this and will be published in the Autumn.

We hope you enjoy reading our Annual Report and look forward to working with you in the year ahead.



**Marc Woods**  
CIMSPA Chair



**Tara Dillon**  
CIMSPA CEO

# 2022/23 Highlights



# 932

Individuals most in need received funding for a qualification through ReTrain to ReTrain.



# Up to £2,000

Annual value of member benefits



# £5m

Investment in ReTrain to Retain, supporting 50,000 people

## Local Skills Development Plan

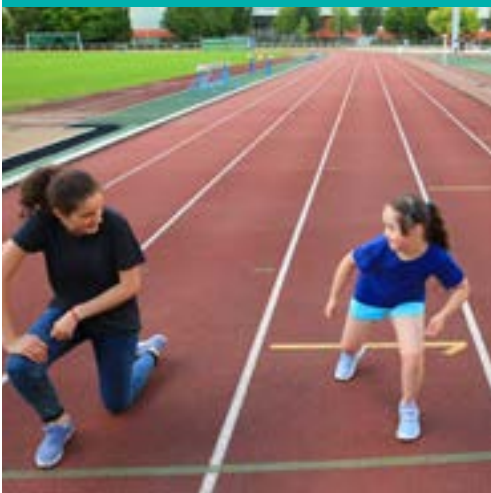
Has grown to 13 new Skills Hub Managers and 18 new skills boards.

# Over 1,900

Endorsed training products

## Digital Marketing Hub

Helped over 8,000 people to develop their ability to marketing and attract participants.



# 4,300

Career opportunities on the new CIMSPA Jobs Board

# 2,000+

Higher Education Professional Qualification certificates have been issued for learners on Endorsed CIMSPA degrees.



Focus on:

# ReTrain to ReTain

## Job Retention & Support

ReTrain to ReTain was a £5 million job retention and support package, running from November 2021 through to March 2023. Funded by Sport England through the National Lottery and delivered by CIMSPA alongside a consortium of partners including UK Coaching and EMD UK, the initiative was designed to support up to 25,000 members of the sport and physical activity workforce during the coronavirus pandemic.

In 2022, ReTrain to ReTain was extended and relaunched to focus on addressing employer skills shortages and supporting anyone working in (or looking to enter) sport and physical activity.

As of March 2023, 932 individuals most in need of support had received ReTrain funding to complete a qualification or CPD course relevant to their needs, with 94% of learners working in lower socio-economic group areas.

83 employers across 191 sites were also supported with ReTrain funding for their employees. Again, those sites located in lower socio-economic group areas were prioritised.

## Careers Guide & Jobs Board

As part of the project, the first ever CIMSPA Careers Guide and Jobs Board for sport and physical activity were launched in Spring 2023. Free to use for individuals and employers, both proved highly valuable and popular, with a total of 4,640 jobs live on average at any given time, with over 2,000 job application clicks.

**“The Careers Guide is an excellent reference point for the workforce and CIMSPA partners, and coupled with our Jobs Board we now are able to highlight the fantastic career opportunities available in sport and physical activity.”**

**Colin Huffen,**  
CIMSPA Head of Workforce Policy  
and External Affairs.

[Click here](#) for a detailed report on ReTrain to ReTain.



s members m  
embers men  
rs members

## Supporting our members

# We provide recognition, professional development, benefits and support for everyone working in sport and physical activity.

CIMSPA provides membership opportunities for everybody working in sport and physical activity: from student members all the way through to chartered practitioners. We pride ourselves on providing practical support, valuable advice and excellent benefits for all our members at every stage of their professional journey.

### New Member and Partner Portal

As part of a wider digital infrastructure project, our new member and partner portal launched in September 2022. The new portal is a significant upgrade on the previous system and provides members with a more streamlined experience, including enhanced search features and access to benefits. Alongside the new portal we also relaunched the CIMSPA website, providing a clearer picture of our vision and what we offer to all stakeholders within sport and physical activity.

### Member Benefits

As the number of CIMSPA members and partners continues to grow, we now have expert groups focused on ensuring the benefits on offer meet everyone's needs.

Our members can now access a wide range of discounts and rewards via the new member portal, providing immediate access to savings across a range of areas including learning and development, equipment, clothing and leisure.

An increasing number of members are also benefiting from monthly webinars featuring sector and subject experts across key topics. The first mini-series of CIMSPA webinars focused on women's health, with over 1500 members taking part.

### Partnering with the NHS

In a successful pilot with London North West University Healthcare Trust, we recruited Chartered and Senior Health and Activity Practitioner Members to provide sessions to patients waiting for surgery. Working as part of a clinical team, the CIMSPA members provided personal training sessions to patients, enabling them to maintain or improve their fitness levels while waiting for surgery (which would also support them in recovering more quickly). The Healthcare Trust now refers patients to CIMSPA members for support on a weekly basis, funded through the NHS.

## Legacy Qualification Recognition

Legacy Qualification Recognition (LQR) was a pilot process designed to help support individuals holding certain qualifications that are no longer offered, or not mapped to the current industry recognised professional standards. Having run a successful pilot in 2022-23, we now look forward to reviewing the feedback and recommendations from members, before rolling LQR out to enable more people to have their previous qualifications recognised.

## Chartered Membership Lead

Through appointing our new dedicated Chartered Members Lead we were able to begin driving the Chartered strategy forward. Alongside piloting a new High Performance Coach category (increasing the accessible routes into chartered status), the new lead worked on delivering the Chartered value proposition.

## Financial Wellbeing Support

With the cost-of-living putting financial pressure on many people, we partnered with Shroders Personal Wealth to provide CIMSPA members with the information and resources to make the best financial decisions. Free member webinars throughout 2023 have covered a variety of topics including saving and investing, family finances, planning for retirement, helping to get on the housing ladder, and more.



s partners po  
artners part  
rs partners p

## Supporting our partners

**We work with a variety of partners to endorse and support education, employability and training across sport and physical activity. We also work with awarding organisations to provide high-quality support for people as they progress their careers.**

### Skills Hub Pilots

Following last year's first Local Skills Improvement Plan (LSIP) pilot, we are now working towards creating LSIPs in both Nottinghamshire and Leicestershire. We are now in the second year of the CIMSPA professional qualification being delivered with two pathways available, and the majority of learners going on into local employment.

### New Skills Hub Managers

To support our local skills strategy, we have recruited seven new Skills Hub Managers to work in priority areas in England, engaging with local employers to gain insight into recruitment and development needs. The Skills Hub Managers are also setting up 'Local Skills Accountability Boards' in each area, comprising of Higher and Further Education institutions, employers and key strategic stakeholders.

### West Nottinghamshire College

An initiative with West Nottinghamshire College used employer skills data to review and support the development of a sector-specific study programme, allowing learners to achieve qualifications designed to meet the needs of local employers. More than half of the learners have progressed into employment, with the remainder going on to the next level of education, and we are now working to ensure the programme remains relevant to the latest needs of employers.

[\[Click here to read more\]](#)





## Higher Education Professional Qualification Certificates

By working with Higher Education Institutions to map degree programmes to Professional Standards, CIMSPA can now issue learners with a Professional Qualification Certificate, highlighting which Standards they have achieved. So far, over 2,000 certificates have been issued, allowing learners to access CIMSPA membership more easily and begin their journey into the workforce.

## Quality Assurance Strategy

To create a clear and consistent standard for all sport and physical activity training, we rolled out the Training Provider Partner Quality Assurance Strategy. This new QA strategy will support the sector's development into an even more respected and recognised professional workforce by ensuring that training providers are adhering to agreed codes of conduct, as well as other guidelines including health & safety and safeguarding.

## Technical Education Support

In January 2023, the Department for Education (DfE) published its 'Guide to the post-16 qualifications landscape at level 3 and below for 2025 and beyond', which outlined a new integrated funding approval process for Alternative Academic and Technical Occupation Qualifications.

The process involves the DfE and (depending on whether an Awarding Organisations (AO) qualification is classed as 'Technical' or an 'Alternative Academic') may also involve the Institute for Apprenticeships and Technical Education (IfATE), alongside Ofqual and the Education and Skills Funding Agency (ESFA).

CIMSPA continues to support our AO partners in this complex and emerging landscape. This is achieved through employer engagement and a constructive relationship with our partner at IfATE; enhancing their understanding of the sport and physical activity sector, and the role of professional and occupational standards in the development of the workforce.

## Focus on Wales

Working in partnership with Sport Wales we have recruited a Skills Hub Manager for Wales and set up a Welsh Professional Development Board, with the first meeting taking place early in 2023. We are also focused on working to align education and training provision to CIMSPA Professional Standards and working with governing bodies on the Workforce Governance project.

## Focus on Scotland

Our regional manager continued to develop our strong working partnerships with sportscotland, Scottish Leisure Network Group, Scottish Professional Development Board and other key stakeholders, while further enhancing training opportunities across Scotland. A Skills Hub Manager for Scotland was also successfully recruited to start in May 2023, with a focus on setting up a Local Skills Advisory Board in Glasgow and the surrounding areas in 2024. Additionally, we are focussed on working to align education and training provision to CIMSPA Professional Standards and working with governing bodies in Scotland on the Workforce Governance project.

## Sector Data & Insight

Through an innovative project with The Data City, CIMSPA is now able to uncover real-time intelligence and insights to help sport and physical activity organisations better understand the marketplace and inform their strategy. This has also allowed us to link educational establishments to local and national employers, providing us with the ability to identify emerging trends covering a vast range of datapoints. The development of local data packs has been an incredibly important milestone providing local intelligence that is significantly contributing to the development of local skills plans.

[\[Click here to read more\]](#)

y community co  
munity commu  
ity community c

## Supporting the community

# We work closely with a variety of partners and stakeholders to support and develop the whole sport and physical activity community.

### National Sector Partners Group

Formed to give the sector a more powerful and unified voice, the National Sector Partners Group (NSPG) comprises CIMSPA, Active Partnerships, the Local Government Association, Sport and Recreation Alliance, Sport for Development Coalition, Youth Sport Trust and ukactive.

Through our collaborative work, we aim to engage decision makers to improve the operating landscape for the sector and embed sport, recreation and physical activity as a key contributor to wider public policy objectives.

The NSPG's work in the last year included:

- 'Unlocking the Potential' - a report urging the Government to recognise the contribution sport, recreation and physical activity can play in improving the health and wellbeing of the nation.
- Lobbying of the Government to provide tailored support with energy costs, resulting in an additional £63m being made available to support publicly-owned leisure centres with swimming pools.

### Shaping Government Policy

Alongside our work with the NSPG, CIMSPA also directly contributed to the formation of government policy for sport, physical activity and wellbeing. This included working with DCMS on the latest government sport strategy for the UK and liaising with the Ministry of Justice on a change in the law regarding Positions of Trust for those working in sport and physical activity.

**“Thanks to the Digital Marketing Hub, we increased our reach by 78% for Facebook and 189% for Instagram.”**

Michelle Moorman, Fundraising and Communications Manager

## Workforce Governance

The Workforce Governance and National Registration Scheme Project is being led by CIMSPA, working in partnership with Sport England and UK Sport, following their joint response to the Whyte Review.

This project follows on from two earlier phases of consultation and research into workforce governance, which have led to a ‘whole-system’ approach, breaking down into four strands of work:

- Workforce evaluation.
- Standards, policy, and stakeholder engagement.
- Support, auditing, and action planning.
- Workforce registration scheme.

An important part of this next phase will be detailed analysis to determine the requirements of a national workforce registration scheme, with input and collaboration from all stakeholders within sport and physical activity.

The end result will be a system that supports coaches, volunteers (and anyone else involved in the delivery of sport and physical activity) in providing safe and high-quality experiences for all participants. A national registration scheme will also enable participants, parents, sporting organisations, employers and other stakeholders to have confidence that any member of the workforce they are working with is qualified, competent and safe.

[\[Click here to read more\]](#)

## Digital Marketing Hub

The Digital Marketing Hub is a free online resource and learning hub (funded by Sport England through the National Lottery) designed to help anyone involved in sport, fitness, health and physical activity in England to improve their digital marketing.

Delivered by CIMSPA in partnership with D2L, the Digital Marketing Institute and Propel Teams, the DMH entered its second year in November 2022. Alongside a wide-ranging collection of on-demand digital marketing content, the DMH has also provided a valuable community space for people to come together, share experiences and solve problems.

### Highlights from Year 2 include:

- A new, dedicated community and learning platform.
- The first ever free Digital Marketing Festival for sport and physical activity.
- Accelerator programmes giving participants a focused 6-week programme to develop their digital marketing strategy.

[\[Click here to read more\]](#)

**Digital  
Marketing  
Hub**

## Professional Development Boards & Committees

We now have a network of seven Professional Development Boards and Committees, bringing stakeholders together to drive the workforce and skills agenda forward in a coordinated way, supported by three Specialist Expert Groups. We would like to say a big “thank you” to the more than 100 people who volunteer their time to support this work:

- The UK Professional Development Board
- The Scottish Professional Development Board
- The Welsh Professional Development Board
- The Professional Development Committee for Exercise and Fitness
- The Professional Development Committee for Leisure Operations
- The Professional Development Committee for Community Sport
- The Professional Development Committee for Performance Sport
- Specialist Expert Group – Working with Women and Girls
- Specialist Expert Group – Personal Training
- Specialist Expert Group – Education in Scotland



**“Never before have we had such an accurate picture of the sector’s workforce. This puts CIMSPA and our stakeholders in a significantly better position to support the sector in recruiting, training, supporting and retaining talented people.”**

**Phill Wright**, Head of Business Insight and Transformation



governance governance governance

## Governance

# Welcome to CIMSPA's 2022–23 Annual Governance Review

CIMSPA is a registered charity, incorporated by Royal Charter and governed by a board of trustees. CIMSPA is compliant with the UK Sport and Sport England Code for Sports Governance and the Charity Governance Code.

Our goal as the single chartered professional body for sport and physical activity is to prioritise the highest governance standards and to embody exemplar organisational behaviours as we build a recognised and respected profession for the sector's workforce.

This governance review demonstrates our commitment to transparency by sharing this information and acts as a marker that can be used to track our future progress on key metrics such as equality, diversity and the work of our boards, panels and committees.

**This governance review covers the period from 1 April 2022 to 31 March 2023.**



# The CIMSPA Board of Trustees

The CIMSPA Board of Trustees has collective responsibility for the management, direction and performance of the organisation and provides leadership within a framework of prudent and effective controls, which enables risk to be appropriately assessed and managed. The board sets the strategic direction, ensuring that the necessary resources are in place for CIMSPA to meet its objectives and deliver sustainable performance.

The board takes a long-term outlook and sees itself as responsible to a wide range of stakeholders, whilst pursuing its objectives in a manner consistent with its statutory duties, for the benefit of CIMSPA's members.

The trustees of the board are selected on the criteria of proven skill and ability in their particular field of endeavour, and a diversity of outlook and experience which directly benefits the operation of the board as the custodian of our sector's workforce.

A full biography of each board member can be found on our website.

## Roles and Responsibilities

The role of the chair and chief executive officer are separate and have been so since incorporation. The roles and expectations of each director are clearly defined and recorded within their letters of appointment and role descriptions. The roles and responsibilities of the board members are explained below.

## The Chair

The chair, Marc Woods, holds responsibility for leadership of the board, setting the agenda and ensuring effectiveness in all aspects of its role. He is responsible for creating an environment for open, robust and effective debate; including ensuring, via the chief operating officer, that the directors receive accurate, timely and clear information.

## The Chief Executive Officer (CEO)

The CEO, Tara Dillon, is responsible and accountable to the board of trustees for the management and operation of the organisation; and for our stakeholders in the form of our members, partners and our funders Sport England (where she is the accountable officer). Since joining as CEO, Tara has led on the development of the CIMSPA purpose and strategy. Tara is fully supported by the CIMSPA Senior Leadership Team.

## Senior Independent Board Trustee

CIMSPA has a senior independent director, Malcolm McPhail, providing support to the chair and acting as an independent point of contact for the board of trustees, stakeholders and staff.

## Elected Non-Executive Trustees

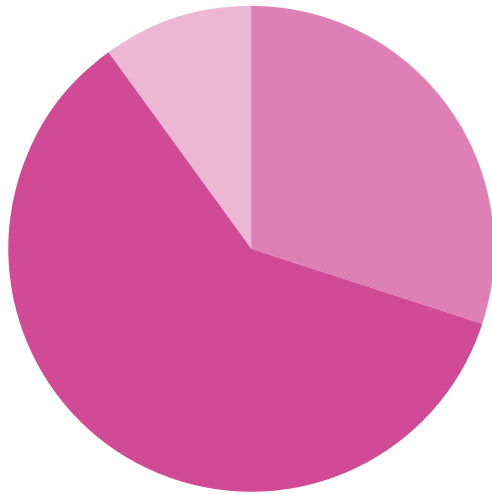
Our elected non-executive directors are CIMSPA members who have been voted for by their fellow members. Their role is aligned to those of non-executive trustees, with responsibility for constructively challenging and providing expert support to the Senior Leadership Team and overseeing the delivery of the CIMSPA strategy, from a sector and member's perspective.

## Non-Executive Trustees

Our non-executive directors are recruited based upon the skills required by the board and are responsible for constructively challenging and providing expert support to the Senior Leadership Team and overseeing the delivery of the CIMSPA strategy.

### The CIMSPA Board:

Board trustee	Start date as a trustee	Current term start date	Additional role
<b>Marc Woods</b> <i>(Chair)</i>	30/09/2017	30/09/2020	Nominations Committee Chair
<b>Dr Jon Argent FCIMSPA</b> <i>(Chartered / Elected trustee)</i>	12/12/2018	12/12/2021	Professional Development Board Chair
<b>Malcolm McPhail FCIMSPA</b> <i>(Elected trustee)</i>	15/05/2017	16/09/2020	Senior Independent Trustee, Welfare & Safety Lead, Nominations Committee member
<b>David Monkhouse FCIMSPA</b> <i>(Chartered / Elected trustee)</i>	12/12/2015	12/12/2021	Audit and Probity Committee Chair
<b>Manos Kapterian</b> <i>(Appointed trustee)</i>	22/05/2018	22/05/2021	Membership Committee Chair
<b>Rowena Samarasinhe</b> <i>(Appointed trustee)</i>	22/05/2018	22/05/2021	Equality, Diversity and Inclusion Champion Nominations Committee member
<b>Jonathan Drakes</b> <i>(Appointed trustee)</i>	15/12/2021	15/12/2021	Disciplinary Committee Chair
<b>Elena Portas</b> <i>(Appointed trustee)</i>	15/12/2021	15/12/2021	Youth Panel Advisor
<b>Joelle Conway</b> <i>(Appointed trustee)</i>	15/12/2021	15/12/2021	Appeals Committee Chair
<b>Adrian Gaveglia</b> <i>(Appointed trustee)</i>	13/03/2022	13/03/2022	Treasurer & Finance Committee Chair



## Make up of trustees

- Appointed trustees
- Elected trustees
- Chair
- Co-opted trustees

## Board attendance:

Date of Board Meeting	11/05/22	14/07/22	14/09/22	14/12/22	15/02/23	17/05/23
<b>Adriano Gaveglia</b>	N/A	N/A	N/A	✓	✓ (Virtual)	✓ (Virtual)
<b>David Monkhouse FCIMSPA (chartered)</b>	✓ (Virtual)	✓	✓	✓	✓ (Virtual)	✓
<b>Dr Jon Argent FCIMSPA (chartered)</b>	✓ (Virtual)	✓ (Virtual)	✓	×	✓ (Virtual)	✓
<b>Elena Portas</b>	✓ (Virtual)	✓	✓	✓ (Virtual)	✓ (Virtual)	×
<b>Joelle Conway</b>	✓ (Virtual)	✓ (Virtual)	✓	✓	✓ (Virtual)	✓
<b>Malcolm McPhail FCIMSPA</b>	✓ (Virtual)	×	✓ (Virtual)	✓	✓ (Virtual)	×
<b>Manos Kapterian</b>	✓ (Virtual)	×	×	✓	✓ (Virtual)	✓
<b>Marc Woods</b>	✓ (Virtual)	×	✓	×	×	✓
<b>Rowena Samarasinhe</b>	×	×	✓ (Virtual)	×	✓ (Virtual)	×
<b>Jonathan Drakes</b>	N/A	✓ (Virtual)	✓	✓	✓ (Virtual)	✓
<b>Dr Tracy Rea</b>	✓ (Virtual)	✓	✓	N/A	N/A	N/A
<b>Chris Walsh</b>	N/A	✓ (Virtual)	×	N/A	N/A	N/A
<b>Lisa Forsyth</b>	✓ (Virtual)	N/A	N/A	N/A	N/A	N/A

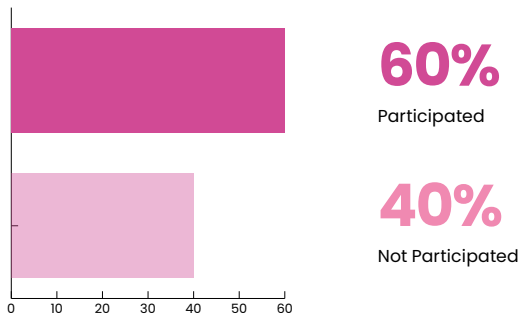


# Board Diversity

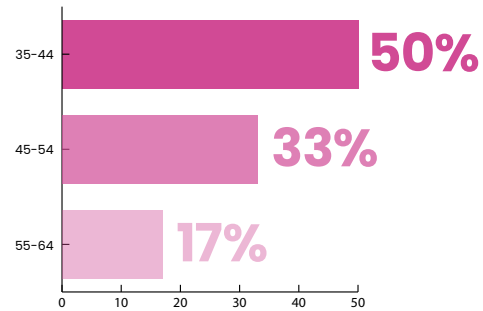
Diversity of the CIMSPA Board compared with national population statistics (2021 Census):

	Gender	Ethnic minority groups	Disability	LGBTQ+
<b>National Population</b>	51% female 40% male	18%	17.7%	3.5%
<b>CIMSPA Board (current)</b>	17% female 83% male	16.7%	16.7%	0%

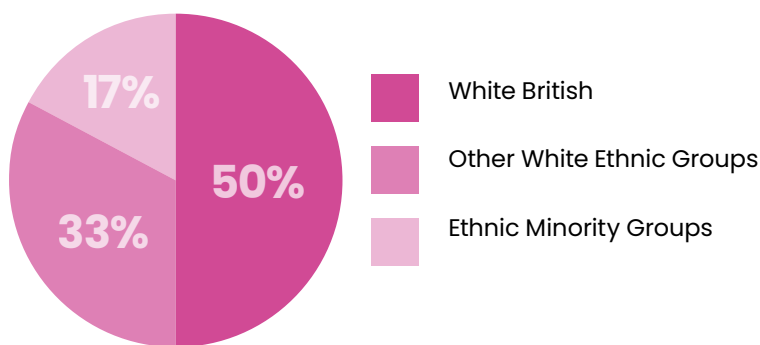
## Survey Participation Rate



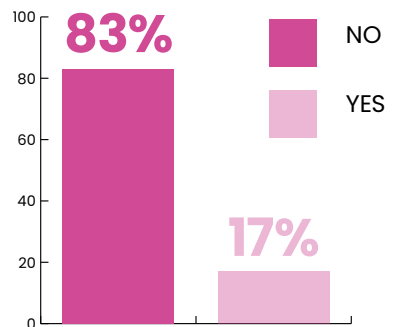
## Board Ages



## Board Ethnicity



## Disability



## Board Responsibilities

Acting in the best interests of the organisation includes disclosing to the board (and in the annual report) any other significant commitments that might impede a trustee’s ability to participate or make decisions without bias. This obligation is ongoing, and conflicts must be reported if they arise subsequent to appointment.

## Sub-Committees, Boards and Panels

The board is supported in its work by sub-committees, along with a Professional Development Board and Youth Panel; which are either chaired by, or have as a member, one of CIMSPA's trustees. During this reporting period, the following sub-committees of the board were in operation:

Audit & Probity

---

Membership

---

Nominations

---

Finance

---

Disciplinary

---

Appeals

---

Professional Development Board

---

Scottish Professional Development Board

---

Youth Panel

---

Each committee's terms of reference can be found on our website in the [\[governance section\]](#).

### Appeals Committee

The Appeals Committee reviews appeals raised through CIMSPA's formal process, investigates concerns raised once the grounds for appeal (outlined in our appeals policy) have been met, and subsequently issues appropriate outcomes.

During this reporting period CIMSPA received four appeals, however these were not escalated to the committee as they did not meet the valid grounds in line with the appeals policy.

The appeals committee ordinarily meets once per year and met in April to discuss the appeals policy in depth. Their commitment to ensuring CIMSPA members and partners are the focal point has encouraged a review of the policy and procedure.

While the committee has not yet been required to investigate an appeals case, it understands the

importance of ensuring best practice is achieved in CIMSPA's appeals policy and procedure. To support this, the committee has asked for mock appeals to be enacted, which will allow it to stay abreast of the relevant processes, policies and practices within CIMSPA.

*"In the financial year 2022-2023 there have been no appeals. The Appeals Committee has met twice to continue training and to ensure our terms of reference remain relevant against challenges faced in the sector. We will continue to meet over the coming year as part of our commitment to continued training and development."*

**Joelle Conway**

*Board Trustee/Chair, Appeals Committee*

### Audit And Probity Committee

The purpose of the audit and probity committee is to oversee CIMSPA's risk landscape, ensuring exemplar governance and risk informs our strategy and decision making and is adequately controlled and managed.

The audit and probity committee terms of reference are agreed by the CIMSPA Board, which delegates authority to the audit and probity committee to undertake work relating to the adequacy of CIMSPA's financial reporting and internal controls. The audit and probity committee has no executive powers other than those specifically delegated in these terms of reference.

The committee has five members and is chaired by CIMSPA Board Trustee, David Monkhouse, supported by independent committee members Paul Cluett, Paul Neal, Anna Smy and Darren Ward.

The committee meets five times per year, usually nine working days ahead of the main board meeting. This provides the committee with the opportunity to scrutinise any items in advance, allowing the chair to give the committee's view at the upcoming board meeting. CIMSPA Board Trustee Jonathan Drakes has recently joined the

committee as part of a succession plan ahead of David Monkhouse's 9-year tenure coming to an end in early 2024.

During the last 12 months the committee has continued to work closely with the executive team, ensuring consistency of risk management, scrutiny of processes and playing a key role in discussions around board and committee succession planning.

*"The Audit and Probity Committee has maximised the skills audit process to appoint two excellent new independent members to the committee. This skills audit will also be used to identify the skills gap created by the imminent departure of two members of this committee, who have now reached the end of their nine year term.*

*"The committee has reviewed the Terms of Reference and continues to support the Board and executive team to mitigate risks to its members, stakeholders and the organisation itself.*

*"The Audit and Probity Committee finds itself at the inception of many new workforce projects, guiding, challenging and offering informed support to CIMSPA."*

**David Monkhouse**

*Trustee & Chair of the CIMSPA Audit & Probity Committee.*

## Finance Committee

The purpose of the Finance Committee is to undertake work relating to the integrity and monitoring of CIMSPA's financial statements and announcements relating to its financial performance; reporting judgements on these publications and providing advice to the board on matters relating to CIMSPA's financial position, performance, business model and strategy. The Committee has no executive powers other than those specifically delegated in these terms of reference.

Chaired by the Board Trustee & Treasurer, Adrian Gaveglia, the committee is made up of two independent members: Charles Scobie and Barinder Dale. The members meet four times per year and will be increasing this to five times per

year to better support the organisation around budgeting and board meetings.

*"The Finance Committee supports CIMSPA to achieve its financial goals, to enable it to deliver its operational strategy. As CIMSPA goes through an unprecedented period of change and growth, the committee provides diligence and peer review to ensure that CIMSPA has the processes, controls, and systems to deliver its day-to-day operational needs and its long-term strategy. The team has done a fantastic job in steering CIMSPA through this period and utilising the committee skillset to support the SLT and board in delivering its objectives."*

**Adrian Gaveglia**

*Board Trustee/Chair of Finance Committee*

## Disciplinary Committee

The Disciplinary Committee plays an integral role in ensuring a fair and consistent approach has been taken when complaints are raised and subsequently resolved by CIMSPA. The committee reviews the practice of CIMSPA members, partners, and the organisation itself, allowing for an impartial and transparent outcome to be provided.

The committee normally meets once per year, with additional meetings scheduled on a demand-led basis. During the reporting period, the committee met to review the complaints and disciplinary hearing process, and suggested improvements to both.

During the reporting period, CIMSPA received 56 complaints through the formal complaints process. Three of these were referred to a disciplinary panel for management, in line with CIMSPA's sanctions policies. The Disciplinary Committee members are:

- Jon Drakes (Chair)
- Simon Gardner MCIMSPA(Ch)
- Greg Martin MCIMSPA
- Malcolm Stammers MCIMSPA

*“The Disciplinary committee met, outside of any Disciplinarys, to review trends and discuss the CIMSPA process for resolving complaints. During the session, the sub-committee shared observations and recommendations to help influence the complaints process, ensuring complaints are resolved with members and partners in mind. The sessions provided valuable recommendations for improvement within the process involved in the policies associated with code of conducts and investigations into complaints; for example the issuing of strict timelines for actions and resolutions at all parts of the investigation. The diverse thought process within the panel through disciplinarys has really filled me with confidence that the outcomes/sanctions provided are accurate and applicable based on the case put forward at the time.”*

**Jon Drakes**

*Board Trustee/ Chair of Disciplinary Committee*

## Membership Committee

Under the guidance of Manos Kapterian, the Membership Committee has consistently focused on clarifying the boundaries and objectives of the membership framework, to preserve its reputation and dependability.

Throughout the year, the committee has actively supported various initiatives including the Chartered High Performance Coach and Legacy Qualifications Recognition pilot. The committee provided valuable feedback through additional chartered sampling meetings to enhance the end-point assessment process.

The committee also provided support to the Memberships department during a period of substantial transformation, notably the successful implementation of a new member platform and website. Additionally, the committee contributed to the introduction of a new membership category, further enriching CIMSPA's offering.

During this period, Helen Gilbody played a crucial role on the committee but has now transitioned to a position within CIMSPA's Workforce Policy department and subsequently stepped down from her committee duties.

The current Membership Committee members are as follows:

- Manos Kapterian (Chair)
- Shelley Dell MCIMSPA
- Darren Humphrey MCIMSPA
- Ian Gray FCIMSPA (ch)
- Elise Perraud

The committee's dedication to these endeavours has contributed to the overall progress and growth of CIMSPA's membership landscape.



*“The Membership Committee’s purpose is to direct the growth, improvement and provision of CIMSPA membership that is of value to the sport and physical activity sector.*

*During the 21/22 period the committee has continued to review and refine the chartered membership application process, to ensure that it remains aligned to the Charter and Statutes. Further improvements have also been made to simplify and standardise related processes and build robustness into the assessment framework.*

*With applications for Chartered membership rising steadily, the committee oversaw the successful launch of two pilots: Chartered High-Performance Coach and Legacy Qualification Recognition. Interest from members continues to be high, particularly for fellow and member designations which is extremely encouraging. The coming year should see us accelerate our growth in chartered membership as we focus on member value proposition and introduce additional chartered categories.*

*On a more practical note, the committee have met twice each business quarter for meetings and chartered sampling and we thank the CIMSPA team for all the preparation and support that has enabled the committee to operate effectively.*

*I’d like to extend my personal thanks to all committee members for their continued commitment and support.”*

**Manos Kapterian**

*Board Trustee/Chair of Membership Committee*

## Professional Development Board

The Professional Development Board (PDB) is a subcommittee of the CIMSPA Board, with delegated authority to lead on education, training and professional development. The vision of the PDB is to grow the attractiveness of working in sport and physical activity and ensure all customers and consumers have an excellent experience.

The board has six sub-committees that lead their areas:

- The Professional Development Boards for Scotland and Wales ensure the UK strategy is applied appropriately in the home nations, as education policy and funding is devolved nationally.
- Four Professional Development Committees (Professional Sport, Community Sport, Exercise and Fitness, Leisure Operations) take responsibility for their industry areas, providing technical advice, guidance and support.

In this reporting period we established the Welsh Professional Development Board, which met for the first time in Spring 2022, and the Scottish board has developed a formal sub-committee to lead on influencing education policy. The boards and committees have also developed and approved a new policy outlining the standards for deployment, which will be published by CIMSPA in autumn 2023, alongside developing and reviewing 16 professional standards and overseeing the endorsement and quality assurance of our education partners.



*“The Sport and Physical Activity Workforce Professional Development Board (SPA WPDB) continues to provide strategic leadership and management to the sport and physical activity sector. It is the primary source of sector expertise that informs the development of a vibrant and highly skilled workforce by education and training and professional development opportunities.*

*The SPA WPDB is overseeing work of multiple industry specific professional development committees that are creating professional and apprenticeship Standards for all highlighted sector job roles, occupations, and specialisms.*

*A key focus over the last 12 months has been to review the terms of reference for the board to ensure that they are relevant to our role and remit. We also welcome colleagues from the newly formed Welsh PDB to our group.”*

**Dr Jon Argent**

*Board Trustee / Chair of PDB*

## Youth Panel

The Youth Panel is a diverse group of young people (aged 16–25) who act as advisors to the board of trustees by championing young people’s perspectives and experiences. The Youth Panel inspires, changes and influences policy, practice, and the strategic direction of CIMSPA, with the aim of ensuring the voice of young people in sport and physical activity is heard.

CIMSPA strongly believes that by working with the Youth Panel, strategic decisions made today will assist and help build the leaders of tomorrow. The CIMSPA executive team has assisted in implementing development days to showcase the Youth Panel’s contribution, as well as upskilling members within their own self-development journey.

The Youth Panel met four times during the reporting period, however the perspective of young people was represented at each CIMSPA Board meeting through the presence of one member of the panel. The Youth Panel are often invited to sector events such as the Include Summit, with their attendance providing great insight.



During this period, the following members stepped down from the Youth Panel:

- Eleanor Udall

Following successful recruitment, the Youth Panel is now made up of the following individuals:

- Elena Portas (Appointed Trustee and Youth Panel Board Advisor)
- Abhishek Sudhakar (Chair)
- Parie Patel (Vice Chair)
- Daniel Masters
- Farran Leach
- Jack Walklett
- Gareth Picken
- Jade Featherstone
- Daniel Broughton
- Jessica Laidler
- Jack Naylor Dunn
- Georgia Townsen
- Samuel Finch
- Kate Mills
- Frances Atkinson

*“Over the last year the Youth Panel has continued to develop and contribute to the overall CIMSPA strategy. The panel has grown from its original 9 members to 14, who represent a range of diverse perspectives from across the industry. We have also welcomed a new Chair who will lead and manage the panel and ensure high governance standards. Outside of their formal meetings, members have continued to act as the conduit between the Youth Panel and CIMSPA Board, with representation from the panel at each CIMSPA Board meeting. The panel have also attended and presented at national conferences, including the Include Summit, where they demonstrated the importance of enabling young people’s perspectives and showcased the ongoing work of the Youth Panel. Over the next year the panel is looking to network with Youth Panels at other sporting organisations and national governing bodies, and a new partnership is being explored with the Sport and Recreation Alliance to share experiences for International Youth Day.”*

**Elena Portas**

*Board Trustee/ Youth Panel Board Advisor*



## Nominations Committee

The Nominations Committee is required to review the size and composition (including the skills, knowledge, experience and diversity) of the CIMSPA Board, evaluate the board's skills against the skills matrix and make recommendations for future recruitments.

The committee meets four times per year and consists of Marc Woods (CIMSPA Chair), Rowena Samarasinhe (CIMSPA Board Trustee), Malcolm McPhail (CIMSPA Trustee) and Steven Gould (Independent Committee Member).

The committee is the responsible body for ensuring appropriate procedures are in place for the evaluation and succession planning of CIMSPA's board of trustees and senior executive team. It is also required to make recommendations on future recruitment for board trustees and senior executive appointments.

*"The Nominations Committee ensures that we have a diverse volunteer network who support us throughout the year and enable the fulfilment of our executive duties as we work towards CIMSPA's vision. In the past twelve months we have welcomed 17 new recruits within the Committees and Board structure and, as we work towards our aspirations of more closely representing our members and society more broadly, we are delighted that 47% of those volunteers are female and, within the Youth Panel, 12% are of an ethnic minority background."*

**Marc Woods**

Chair

### Term Limits

Non-executive board trustees may only serve for a maximum of three terms of three years. These term limits ensure that there is a regular refresh of talent, experience and thinking on the board.



# Board Effectiveness

Appointments to the board, diversity and succession planning.

To be effective, make informed decisions and provide effective oversight of risks, a board needs to include individuals with a mix of skills and experience that are up to date and cover the major business areas. In considering appointments, the Nominations Committee seeks to ensure that the board’s membership is such that each director:

- Is a person of integrity who will observe the Directors Code of Conduct.
- Has sufficient abilities and time available to perform their role effectively.
- Brings an independent and questioning mind to their role.
- Enhances the breadth and depth of skills and knowledge of the board.
- Enhances the experience, independence and diversity of the board.

While recognising that each director will not necessarily have experience in every business area, the board does seek to ensure that its membership includes an appropriate mix of experience. We have developed our Diversity & Inclusion Action Plan, which continues to evolve but is key to developing our activities, communication and engagement to reach a wider audience.

With several impending board vacancies during 2023, the Nominations Committees is key in ensuring the right balance of skills, knowledge and experience when making appointments. To that end, succession planning is under constant review, with a robust appointments process in place as vacancies arise.

Crucially, the Nominations Committee also ensures an open recruitment process and selects individuals to take board positions based on their individual merits, regardless of gender, race, religion, age or disability. Each board trustee receives a letter which formalises their appointment and outlines the key terms and conditions of their appointment.

### Board Composition

The Board of Trustees positions consists of:

- 1 x Chair
- 3 x Elected Trustee
- 8 x Independent Board Trustee

### Current composition:

- 1 x Chair
- 3 x Elected Trustee
- 6 x Independent Board Trustee



# Trustee Induction and Training

All new trustees receive an induction tailored to their individual requirements, including meeting with the CEO, the CIMSPA Legal Counsel and a member of the Governance & Compliance Executive Team. This is key to facilitating their understanding of the organisation and the links between CIMSPA and its members and stakeholders.

During the year, trustees receive presentations from several areas of the business to ensure they are aware of key developments and the organisation's general direction of travel. The chair meets regularly with the board trustees throughout the year to review their developmental needs and ensures annual appraisals are completed.

## Board Evaluation

Every four years, members of the board take part in an external board evaluation.

## Board Skills Development

Ensuring we have the appropriate level of skills in our board of trustees is crucial to supporting the delivery of CIMSPA's vision and business plan, and we continue to seek improvement and effectiveness in how we work.

The board completes an annual Skills Matrix process to ensure that we have the right balance of skills, experience and people. The Skills Matrix covers nine areas: governance, industry, charter and statutes, vision and mission, finance, IT, marketing, human resources, learning/development, and commercial. In addition, a Core Skills Matrix covers four areas: behaviours, CIMSPA behaviours, values, and people skills.

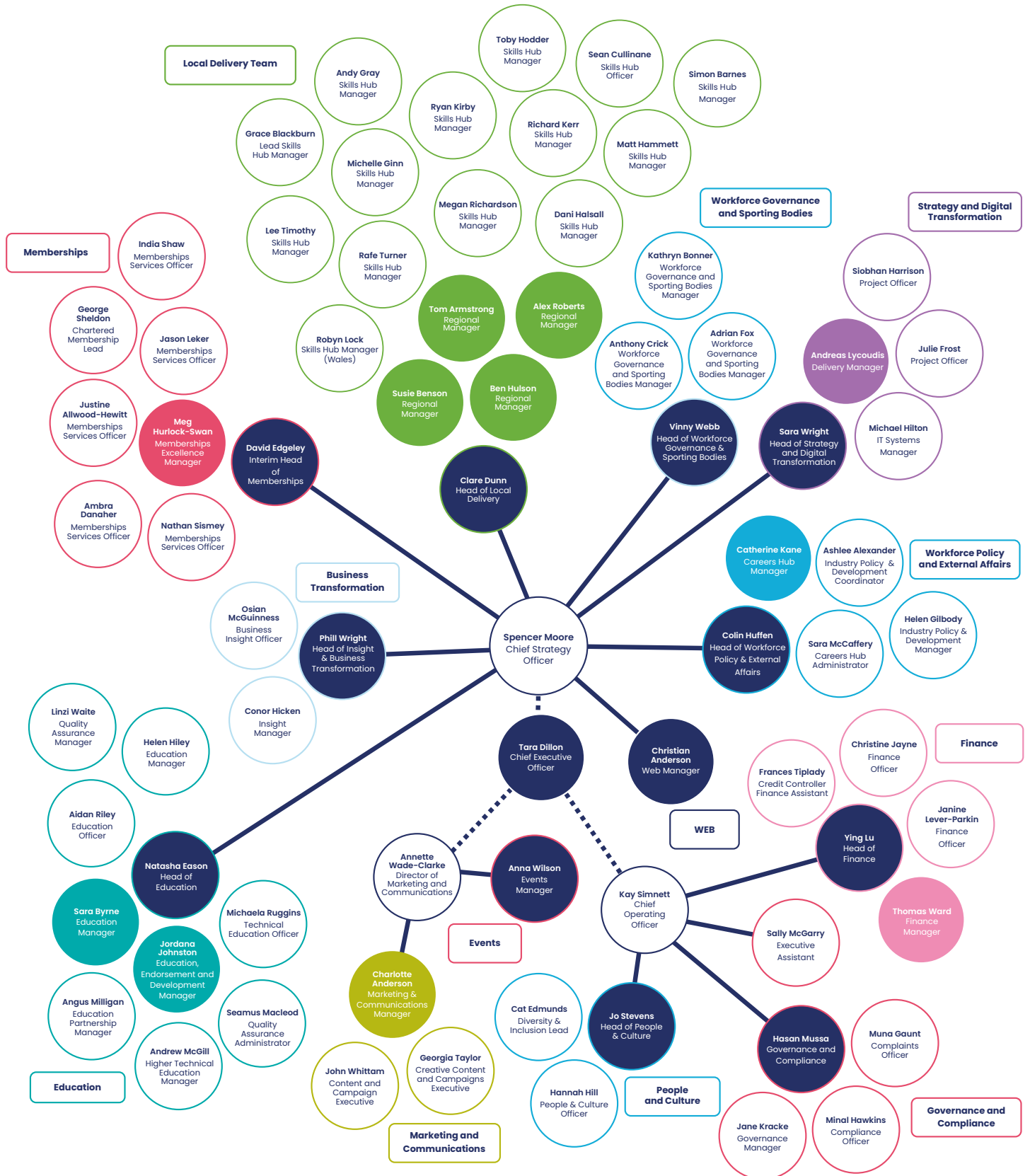
Collectively, these areas are broken down into 84 criteria and mapped against a five-point scoring scale, based on whether a board member has demonstrated each skill or behaviour during the previous 12 months in board meetings. Each of the individual board members' self-assessment scores are combined to create a collective average score for the Skills Matrix and Core Skills. Each board member also has a peer review average, taken from the results of the Chair, Treasurer, and board peer results. These peer scores are combined to create an overall average for the Skills Matrix and Core Skills.

## Senior Leadership Team

The Senior Leadership Team (SLT) meets weekly to allow prompt discussion of relevant operational issues. This group comprises the chief executive officer, chief strategy officer, chief operating officer and director of marketing & communications.

# Our People

At the time of publication, the CIMSPA team has the following structure:





# CIMSPA's values:



We share a mutual respect for our members, partners, and colleagues, understand, each other's needs and freely offering support, guidance and advice.



The sector trusts us to lead the way. That's why delivering quality is of the highest importance, setting high standards for ourselves and our industry.



We understand the value of collaboration, with colleagues, and externally with our members and partners. We work together to get the best from everyone.

## Staff Survey

Since 2018, we have completed quarterly anonymous staff surveys; allowing us to gauge levels of satisfaction on employee engagement, training & development, manager effectiveness, recognition and communication. We are proud to achieve a high level of survey participation with over 80% of the workforce participating each quarter.

	Summer 2023	Summer 2022	Summer 2021
Participation	92%	66%	68%
Engagement	88%	84%	85%

# 100%

- ...**know** how their work contributes to the goals of CIMSPA
- ...**would** recommend CIMSPA as a great place to work
- ...**say** the leaders at CIMSPA demonstrate that people are important to the company's success

# Gender Pay Gap Reporting

Despite having fewer than 250 employees, CIMSPA is committed to reporting transparently on the gender pay gap. As of 1st April 2023, CIMSPA employed 56 full-time equivalent employees.

Whilst there is a gender pay gap, there are no equal pay issues\* because we regularly conduct equal pay checks and benchmarking. The gender pay gap within CIMSPA is mainly due to vertical segregation i.e., males occupying more senior roles than females.

*\*Unequal pay occurs when someone is paid less for doing the 'same job', or work of equal value, due to their gender or any other protected characteristics.*

## All staff: Median pay gap

Female	Median	£19.20 p/h
Male	Median	£20.61 p/h
2022	Gap	5%
<b>2023</b>	<b>Gap</b>	<b>6.84%</b>

The median pay gap is the difference between midpoints in the ranges of hourly earnings of men and women. It takes salaries in the sample, lines them up in order from lowest to highest, and picks the middle salary. We believe this is a more representative measure of the pay gap because it is not affected by outliers i.e., a few individuals at the top or the bottom of the range. The average median gender pay gap in the UK favours men by 9.4% (XpertHR).

## All staff: Mean pay gap

Female	Mean	£22.23 p/h
Male	Mean	£22.48 p/h
2022	Gap	9.52%
<b>2023</b>	<b>Gap</b>	<b>1.11%</b>

The mean gender pay gap is the difference between the average hourly earnings of men and women.

## Proportion of males and females in each quartile:

CIMSPA Overall	2023	2023	2022	2022
	Female	Male	Female	Male
	57%	43%	65%	35%
Upper Quartile	57%	43%	70%	30%
Upper Middle Quartile	46%	54%	64%	36%
Lower Middle Quartile	54%	46%	64%	36%
Lower Quartile	69%	31%	64%	36%

The gender pay gap quartiles figures shows the proportion of male and female full-pay employees in four pay quartiles. A year-on-year comparison shows fluctuation in each quartile; with the most noticeable shift being in the upper middle quartile, where the percentage of males has increased from 30% to 43%. Overall, the quartiles are moving to a more balanced gender composition with the exception of the lower quartile, which has moved from 64% to 69% female in the last 12 months.

## Ethnicity Pay Gap Reporting

In the interest of transparency and accountability we are, for the first time, calculating and reporting our Ethnicity Pay Gap. As with the gender calculations, there is an ethnicity pay gap, however there are no equal pay issues\* because as an organisation, we regularly conduct equal pay checks and benchmarking.

The ethnicity pay gap within CIMSPA is mainly due to vertical segregation i.e., white employees occupying more senior roles than ethnically diverse colleagues. This is a challenge we are aware of and will continue to look at how we can further evolve our recruitment processes, review our internal development programs and be more vocal around our inclusivity.

*\*Unequal pay occurs when someone is paid less for doing the 'same job', or work of equal value, due to their ethnicity or any other protected characteristics.*

### All staff: Median pay gap

Ethnically Diverse	Median	£24.61 p/h
White	Median	£30.61 p/h
2022	Gap	n/a
<b>2023</b>	<b>Gap</b>	<b>19.61%</b>

### All staff: Mean pay gap

Ethnically Diverse	Mean	£19.46 p/h
White	Mean	£22.64 p/h
2022	Gap	n/a
<b>2023</b>	<b>Gap</b>	<b>14.04%</b>

## Staff Diversity

The table below highlights how CIMSPA is performing against the national population statistics (2021 Census). Looking at the whole organisation, CIMSPA is below the national statistics in terms of representation from ethnic minority groups and disabled people. CIMSPA is ahead of the national average for LGBTQ+ representation and in line with the population based on gender.

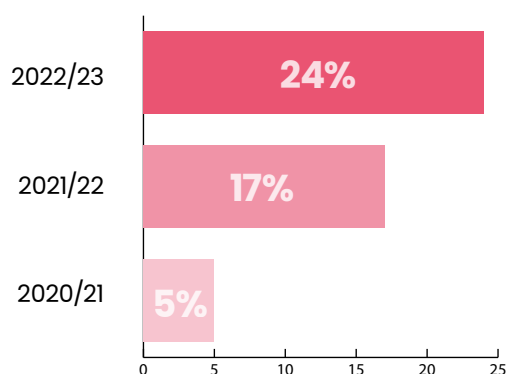
	Gender	Ethnic Minority Groups	Disability	LGBTQ+
<b>National Population</b>	51% female 40% male	18%	17.7%	3.5%
<b>CIMSPA All Staff (Current)</b>	51.6% female 48.4% male	12.7%	14.2%	9.5%

## SLT / SMT Diversity Snapshot

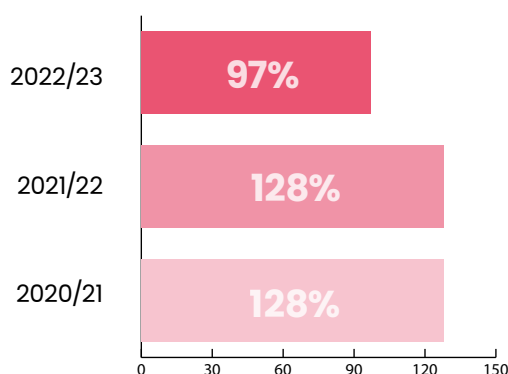
	Gender	Ethnic Minority Groups	Disability	LGBTQ+
<b>National Population</b>	51% female 40% male	18%	17.7%	3.5%
<b>CIMSPA SLT/SMT (Current)</b>	55.6% female 44.4% male	3.7%	11.1%	11.1%

	Gender	Ethnic Minority Groups	Disability	LGBTQ+
<b>National Population</b>	51% female 40% male	18%	17.7%	3.5%
<b>CIMSPA SLT (Current)</b>	75% female 25% male	0%	0%	25%

## Staff turnover Rates



## Staff Retention Rates



## Staff Succession Planning and Development

Succession planning is extremely important to CIMSPA and we remain committed to developing and improving in this area, including identifying team members with the current (or potential) skills to progress within the organisation. Effective succession planning has a positive impact on performance management, not only in terms of ensuring key positions will remain filled with competent people, but also for helping staff to feel engaged, appreciated and developed.

**In particular, two specific activities have been developed:**

### Future Leaders Programme

The Future Leaders Programme (FLP), now in its second year, has been a valuable source of development for our management team. The programme sees staff join a 12–18 month programme which provides them with a recognised management qualification and one-to-one independent coaching. We will continue to ensure that the FLP evolves to meet the needs of our team members.

### Senior Management Team

The development of the Senior Management Team (SMT) is recognised as playing a significant role in CIMSPA's future success. This forum, primarily consisting of Heads of Departments, meets weekly to develop, challenge and review

the operational plans and budgets, along with providing input into CIMSPA's strategy.

The Senior Leadership Team (SLT) provides individuals in the SMT with the opportunity to work across different departments, identify challenges and work in a collaborative way to find solutions. It is an effective environment for upskilling those involved and for developing our future leaders.

The SMT also works closely with the SLT to look at the overarching strategy, devise the operational plans/deliverables for the year ahead and set objectives and key results (OKRs). These joint SLT/SMT sessions are crucial to the successful delivery of CIMSPA's strategy.

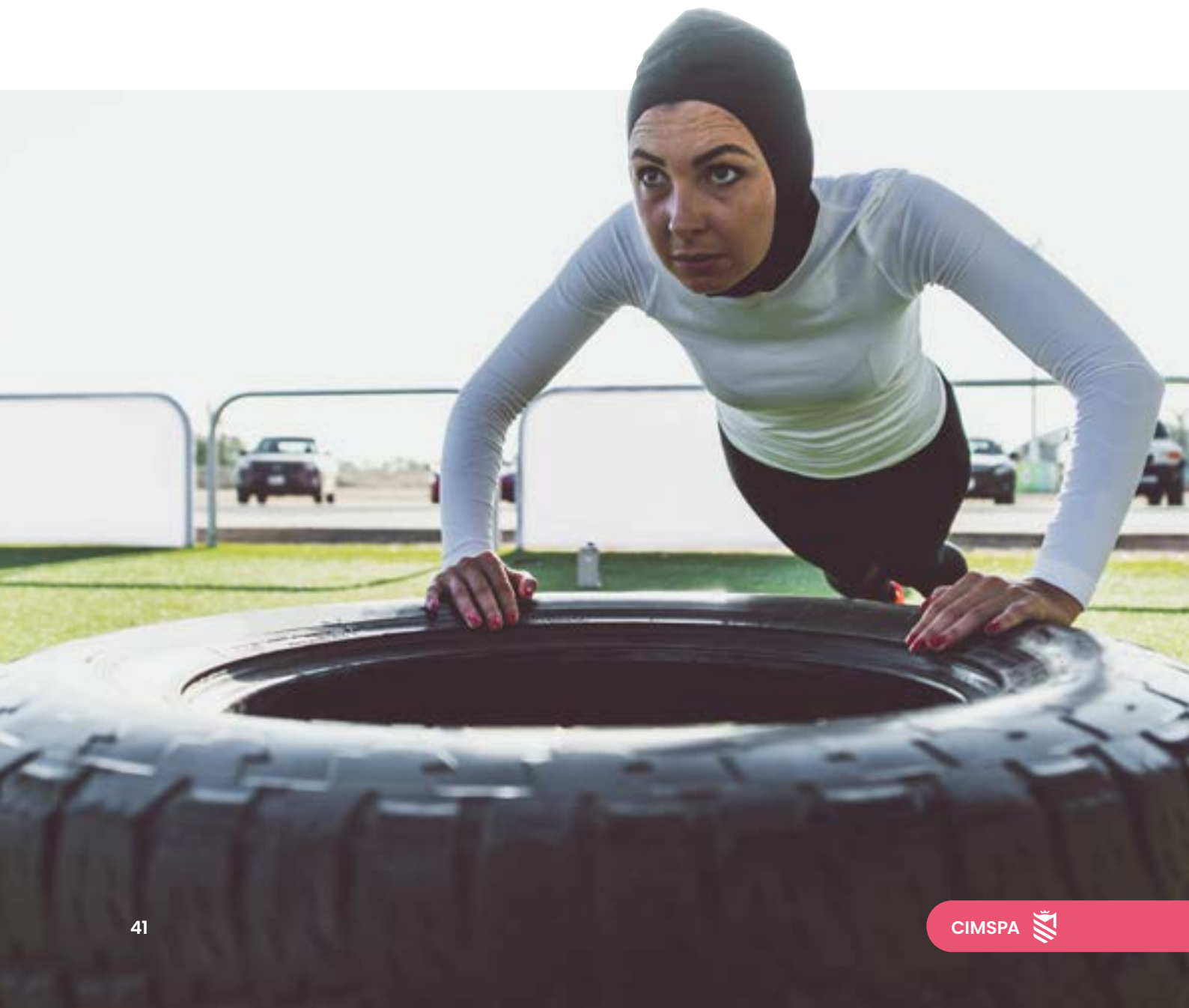
### Areas for improvement

- Continue to develop our future leaders.
- Continue to address diversity at all levels, from board members to staff and sector partners.
- Policy review planning.



## The year ahead

- Board and committee recruitment.
- CIMSPA Board to instigate a 360° board and executive team appraisal process.
- Develop an equality, diversity and inclusion strategy and action plan including:
  - Continue to develop the CIMSPA website with a wider diversity of imagery, so potential staff and board members can feel more affinity with the organisation and sector, and are more likely to see themselves, enjoying, working for or volunteering in sport and physical activity.
  - Diversity breakdown of leadership team and staff.
  - Build on our statement of intent (to include about the organisation's commitment to diverse leadership, the organisation's Diversity and Inclusion Action Plan and an annual update).
  - Policies and procedures related to equality, diversity and inclusion.
  - Recruitment practices to improve diversity and inclusion, and ensure anti-bias.
  - Giving specific individuals a remit for providing leadership on equality, diversity and inclusion.
  - Activities undertaken to encourage future leaders from diverse communities.



## Corporate Social Responsibility

Corporate social responsibility is high on CIMSPA's agenda, and we continue to explore how our team members can best utilise their skills to support the communities we serve:

- This was showcased in June through 'No Child Left Behind' in which CIMSPA team members took on the Three Peaks Challenge, raising thousands of pounds in support of the brilliant programmes delivered by the Youth Sport Trust to tackle child inequalities.
- Our Environment and Sustainability Committee (affectionately known as the 'Greenbots') now has a formalised strategy with the vision "For everyone working in sport and physical activity to be working in environmentally sustainable spaces".
- Several other initiatives have been implemented during the year, including: a Grow Show where team members grew their own vegetables; developing an Environment and Sustainability Policy; creating a carbon offsetting intervention with a donation to The Woodland Trust for each new staff member; and raising funds for the Marine Conservation Society (CIMSPA'S nominated charity).

The committee is currently developing its Impact, Strategic Outcomes and Key Result Areas.

## Team Wellbeing

We take the welfare of our team members very seriously and continuously look at how CIMSPA can support their physical, mental, emotional, social and financial wellbeing. A Wellbeing Committee is dedicated to mental and physical health and wellness, allowing us to create robust mechanisms of support for all team members.

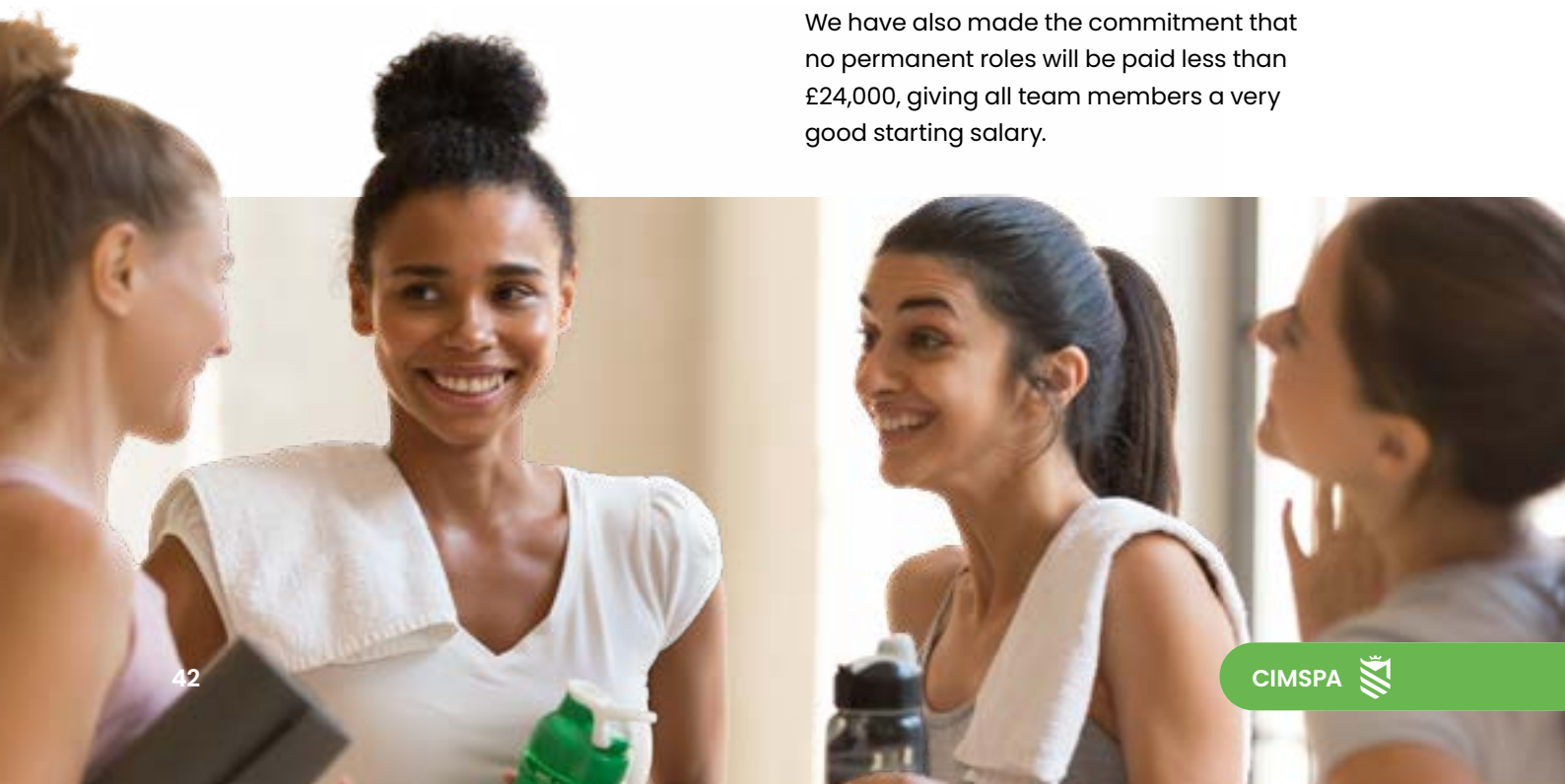
There are various wellbeing benefits available to staff:

- Access to an Employee Assistance Program.
- Monthly healthy living allowance to encourage activity and wellness (taken up by 55% of eligible team members).
- Access to the CALM wellbeing app.
- BUPA Cashplan to help ease the financial burden of costs such as dental work, eye tests, prescriptions, physiotherapy, and more.

This year we have all been impacted by the cost-of-living crisis, and in September 2022 we carried out a financial wellbeing survey to understand how much this was affecting our team members. As a result of this we now have a better understanding of the challenges being faced and have been able to provide support in a number of ways including:

- A one-off fuel payment support.
- Introduction of an interest-free hardship loan scheme.
- Half-yearly financial awareness advice.

We have also made the commitment that no permanent roles will be paid less than £24,000, giving all team members a very good starting salary.





## Welfare and Safety

The CIMSPA Board is committed to its responsibilities towards the welfare and safety of our members and people (including, but not limited to, employees and volunteers) and this is factored into the decisions that it makes.

The Board Welfare and Safety Lead is Malcolm McPhail, CIMSPA Elected Board Trustee.

The main responsibilities of this role are to:

- Lead, check and challenge on board discussions that relate to welfare and safety matters.
- Support the development of a welfare and safety culture within the board and organisation.
- Monitor whether reporting on, and pathways for, raising welfare and safety issues within the organisation are sufficient to enable the board to perform its oversight function and to make properly informed decisions.
- Ensure that the welfare and safety risks and standards identified for CIMSPA are given sufficient prominence.
- Act as a link between the board and the executive staff with responsibility for welfare and safety.



ces finances fin  
s finances finan  
finances finance

# Our Finances

## Summary of financial position

The Institute achieved an operating deficit of £13,601 in the year ended 31 March 2023 (31 March 2022: surplus of £459,979). Within the reserves, £353,774 (2021/22: £401,347) sits within a designated fund in the reserves held as Intangible Fixed Assets funded by Sport England grant monies. CIMSPA is a named Systems Partner of Sport England with a confirmed 5 years' worth of funding to 2026/27 totalling £11.25m. CIMSPA is also in receipt of two new 2-year grants, these being Workforce Governance (£2m) and Local Skills (£2.5m).

## Principal sources of funding

CIMSPA generates income through its memberships, partnerships and those activities undertaken in support of its charitable objectives, including income from investments. CIMSPA's 2022/23 activities continued to be significantly supported by Sport England. This grant funding helps to support investment into improved member services and facilities and sector changing guidance on standard as CIMSPA looks to raise the desirability and professionalism of the industry.

## Principal risks and uncertainties

The trustees have assessed the major risks to which the Institute is exposed, in particular those related to the operations, reputation, governance and regulatory matters, competitive environment and finances of the Institute, and are satisfied that systems and procedures are in place to mitigate exposure to the major risks.

The most significant risks identified by the trustees relate to;

- Attainment of sustainable finances, through membership growth and endorsement incomes. In addition to inclusion in the risk register, this is monitored through monthly management accounts and reports on progress to the Board at every meeting. Expenditure budgets continue to be closely controlled, and additional expenditure not committed until funding is secured. Until

membership attains critical mass, the Institute must continue to secure external funding in the short term.

- The ongoing economic factors driven by the current financial crisis.
- Reduced sector financial support leading to local facility closures such as swimming pools.

The trustees mitigate risk in several ways;

- Bring in independent risk and assurance experts to enhance the Audit and Probity Committee and further develop and advise on our processes and procedures.
- Regular review of organisational reserve levels taking into consideration new income sources and new organisational strands.
- Increase in membership through an enhanced and relevant member value proposition which will help to reduce organisational reliance on funding income.
- Look at new income streams to further reduce reliance on funding income.
- Be the visible voice of the sport and physical activity sector.

Responsibility for monitoring of risks and making recommendations on risk management matters has otherwise been delegated to the Audit & Probity Committee, which reports directly to the trustees.

# Statement of Financial Activities

(incorporating income and expenditure account)

For the year ended 31 March 2023

		Year ended 31 March 2023				Year ended 31 March 2022
		Restricted funds	Designated funds	Unrestricted funds	Total funds	Total funds
Income and endowments from:	Notes	£	£	£	£	£
Donations and legacies		-	-	-	-	-
Charitable activities	2	4,971,736	144,052	1,003,283	6,119,070	6,152,412
Other trading activities	3	-	-	831	831	1,161
Investment income	4	-	-	17,116	17,116	5,043
Other	5	-	-	53,613	53,613	29,938
<b>Total</b>		<b>4,971,736</b>	<b>144,052</b>	<b>1,074,843</b>	<b>6,190,630</b>	<b>6,188,554</b>
<b>Expenditure on:</b>						
Raising funds	6	-	-	67,042	67,042	54,534
Charitable activities	7	4,971,736	191,625	958,347	6,121,707	5,686,080
<b>Total</b>		<b>4,971,736</b>	<b>191,625</b>	<b>1,025,389</b>	<b>6,188,749</b>	<b>5,740,614</b>
Net losses/(gains) on investments	14	-	-	(15,482)	(15,482)	12,038
<b>Net income/(expenditure)</b>		<b>-</b>	<b>(47,573)</b>	<b>33,972</b>	<b>(13,601)</b>	<b>459,978</b>
Transfers between funds	19	-	-	-	-	-
<b>Net movement in funds</b>		<b>-</b>	<b>(47,573)</b>	<b>33,972</b>	<b>(13,601)</b>	<b>459,978</b>
<b>Reconciliation of funds:</b>						
Total funds brought forward		-	401,347	593,061	994,408	534,430
<b>Total funds carried forward</b>	19	<b>-</b>	<b>353,774</b>	<b>627,033</b>	<b>980,807</b>	<b>994,408</b>

All income arises from the continuing activities of the Institute. There were no other recognized gains or losses other than those stated above.



# Balance Sheet

For the year ended 31 March 2023

	Note	Year ended 31 March 2023		Year ended 31 March 2022	
		£	£	£	£
<b>Fixed Assets</b>					
Intangible assets	13		353,774		401,347
Tangible assets	13		4,539		4,437
Investments	14		207,501		222,983
<i>Total fixed assets</i>			565,814		628,767
<b>Current Assets</b>					
Stocks	15	804		1,382	
Debtors	16	253,535		423,488	
Cash at bank and in hand	22	2,667,731		2,721,710	
<i>Total current assets</i>		2,922,070		3,146,580	
<b>Creditors:</b>					
Amounts falling due within one year	17	(2,507,077)		(2,780,939)	
<i>Net current assets</i>			414,993		365,641
<b>Total net assets</b>			980,807		994,408
<b>The funds of the charity:</b>					
Restricted income funds	19		-		-
Unrestricted designated funds	19		353,774		401,347
Unrestricted funds	19		627,033		593,061
<b>Total charity funds</b>			980,807		994,408

## Remuneration

### Trustees

During the year Marc Woods, Chair, has received reimbursement of £8,000 including VAT (2021/22 - £8,000 including VAT). No other trustee received any remuneration or other benefits.

### Senior management team

The key management personnel of CIMSPA comprise the trustees, chief executive officer, director of strategy, director of finance and resources, and the director of client services. The total employee benefits of key management personnel for the year were £472,750 (2022: £489,225)

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



**E** [info@cimspa.co.uk](mailto:info@cimspa.co.uk)

**T** 03438 360200

**Chartered Institute for the Management  
of Sport and Physical Activity,**  
SportPark,  
Loughborough University,  
3 Oakwood Drive,  
Loughborough,  
Leics. LE11 3QF

**[cimspa.co.uk](http://cimspa.co.uk)**

Incorporated by Royal Charter.  
Charity Registration Number: 1144545.