



Annual Report

2023–2024



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Welcome to the 2023–2024 CIMSPA Annual Report

The story of our year

This year's key milestone was the launch of our new strategy, *Releasing the Power of our Profession*, in February 2024. The strategy details how the sport and physical activity workforce can be professionally recognised.

The strategy centres around the six system interventions that will deliver this professional recognition. These did not start with the launch, but instead were already in action through our work with CIMSPA members, partners and wider stakeholders.

Bringing you up to date with these projects and understanding how everyone in sport and physical activity can play a part in our strategy's success is the story of our year.

Governance review

We have expanded our governance review this year, demonstrating our continued commitment to being an exemplar organisation that sees the UK Sport and Sport England Code for Sports Governance and the Charity Governance Code as baselines not ceilings.

This governance review shows 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 2023 to 31 March 2024.

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Our vision and purpose

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 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.



A message from our Chair and CEO

Over the last 12 months, our sector workforce has continued to demonstrate immense agility and professionalism as they contribute to addressing some of the biggest issues that our country faces. Those challenges are significant and include the increased, unsustainable demands on healthcare services, continued growth in the number of economically inactive people, and social issues impacting wellbeing.

Our workforce plays a vital role in helping people to be active, reducing the likelihood of them developing serious, long-term illnesses and the resource implications of that on the NHS. In turn, good health helps people to be economically active and financially independent.

In the last year at CIMSPA, we've been striving to highlight the impact that the workforce is having, particularly in the communities facing the biggest challenges. We've shared individual stories and the data that illustrates the value of the work being done, both publicly and with policymakers. This has been essential not only to making the case for scaling this work to grow the benefit across more communities but also to ensuring that our sector is professionally recognised for the value that it gives to society.

At the heart of driving that professional recognition has been our new strategy, *Releasing the Power of our Profession*. We were proud to launch it in early spring and even prouder of the impact that we are already seeing.

Within this annual report, you'll see the early impact of the six interventions that the strategy sets out. Key to all of these has been the appetite from across the sector to collaborate and create collective solutions.

We've seen the power of that collaboration daily through our local skills work, with a wide variety of stakeholders coming together to build solutions to skills gaps through focusing on local priorities, whether that be relating to economic development, tackling health challenges or creating social value.

In autumn last year, we released a new *Workforce Insights Report*, which shone a light on how the sector has rebuilt itself following the pandemic. It showed us some of the impact of those skills

gaps, the value being placed on soft skills in the sector and that we still have work to do on making our workforce more representative of the communities that we service.

We work with hundreds of education partners to build the learning and development that closes these skills gaps, delivered by education providers now able to showcase their excellence and impact through our second-generation quality-assurance system.

This insight and the powerful way that we have been able to use data to support stakeholders across the sector with workforce planning, management and development is integral to making informed, evidence-based decisions and recommendations that will grow the recognition of our profession.

As we continue to deliver the interventions set out in *Releasing the Power of our Profession*, you'll see us maintain our evidence-based, collaborative approach, listening to the needs of the sector to deliver the conditions for the impact of our talented, dedicated workforce to grow and flourish.

We hope that in this annual report you'll see reflected all aspects of our work, including how we have benefited from your continued support. Thank you.



Marc Woods

Marc Woods
CIMSPA Chair



Tara Dillon

Tara Dillon
CIMSPA CEO

2023/24 highlights

CIMSPA by numbers

22,046

CIMSPA members

290

Education Partners

including Higher Education, Further Education, Training Provider and Awarding Organisation Partners

241

Employer Partners

with 100 of these joining in this reporting year

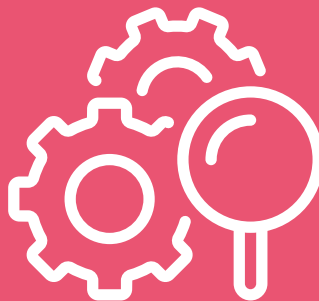
12

Supplier Partners

31

Local Skills Accountability Boards

now in place, providing place-specific insight and action



692

skills diagnostics

carried out with employers, informing our local skills plans



120

Local Skills Accountability Board meetings

bringing together...



566

organisations

contributing knowledge and experience about the communities they serve



150

endorsed
qualifications
available



1,646

CPD courses
endorsed



115

endorsed degrees
being delivered by our Higher
Education Partners

1,353

professional
qualification
certificates

awarded by our Higher
Education Partners

2

Further Education
Partners

launching our new
partnership for FE colleges

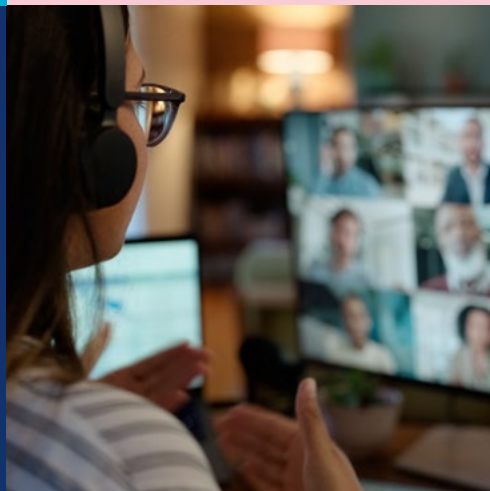
1

new professional
standard released –
Working with Women and Girls



20

webinars delivered
for members
and partners



3,337

attendees gained
skills through
CIMSPA webinars

The story of our year



The CIMSPA strategy, *Releasing the Power of Our Profession* was launched in February 2024. It sets out a clear plan for how our sector workforce, which now amounts to almost 600,000 roles and around 3 million paid and volunteer coaches, can be supported and professionally recognised.

Strategy overview

The potential value of our sector

There is a clear evidence base for the power of sport and physical activity to realise health, wellness, economic and social value benefits for the United Kingdom. Our workforce is the catalyst that CIMSPA will empower to achieve this. Improving the recruitment, training, career support and retention of this workforce is a key part of this strategy's ambition.

Our equality, diversity and inclusion work within the strategy will focus on ensuring that the demographics of the people who work in sport and physical activity fully represent the communities they serve.

Devolution and being place-focused

Sport and physical activity service provision and skills education delivery and funding are devolved functions. Devolution will be understood and respected both at home nations level and internally within England so that our work drives societal benefits specific to a PLACE.

Stakeholders – understanding and alignment

Our stakeholders – for example employers and education providers – play a role in releasing the potential the sector has for activity, health, wellbeing and socio-economic value. CIMSPA is the engine that will align our stakeholders' work to create, maintain and grow our sector's power through our strategy's system interventions.

Professional status and recognition

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 professionals in other sectors and by the public.

Making professional recognition a reality for everyone in our world, through professional status, is the ambition of this strategy.

As a chartered professional body, CIMSPA grants professional status to the sport and physical activity workforce and regulates how this professional status is maintained in line with our charter and statutes.

For individuals, being awarded a professional status gives them professional recognition of their value, experience and excellence.

Collectively, this increases professional recognition for the sport and physical activity sector as a whole in the eyes of the government, the public and allied sectors.

To learn more about our strategy, visit www.cimspa.co.uk/strategy

Our system interventions



Tackling inequalities in sport and physical activity

During the reporting year, CIMSPA has always looked to go beyond standard practice to improve our equality, diversity and inclusion actions and approach to tackling inequalities.

For the wider sector

- Commencing our Inclusivity Skills Project, which is providing digital training and resources to individual practitioners who wish to increase their skills around equality, diversity and inclusion (EDI).
- Facilitating a training day with The Well HQ to enhance the knowledge and confidence of further education staff around female health, with over 40 staff from 20 colleges attending the training.
- 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 the reporting year, our EDI-related workshops were attended live by over 1,700 people.
- 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.
- Exhibiting and networking at several EDI-related events to raise awareness of CIMSPA's work and the support we can offer to individuals within specific communities. These included the Include Summit and events organised by the Muslim Sports Foundation and Asian Sports Foundation.
- Ensuring that our Digital Marketing Hub participants had access to diversity-focused content, including webinars on topics such as “effective marketing for disabled sport” and “applying the lessons from This Girl Can”.

As an exemplar organisation ourselves

- Establishing “EDI Bots” – an internal staff committee who have volunteered to initiate positive change across the organisation around diversity and inclusion.
- Using Level=, a recruitment agency who specialise in removing bias from the recruitment process, for a sample of our board and staff vacancies, as well as using anonymous shortlisting for all other vacancies.
- Organising diversity and inclusion-focused 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.
- Becoming a signatory of the Race at Work Charter, publicly demonstrating our commitment to improving the quality of opportunity in our workplace.



Professional status and recognition



Professional status and recognition

Our six strategy system interventions all contribute to making professional status and recognition accessible and achievable for the whole sport and physical activity workforce. As a chartered professional body with over 22,000 members, it is our members who are easiest able to gain professional recognition through their relationship with CIMSPA. Listed here are examples of our work to drive professional recognition in the reporting year.



L-R: Chartered high-performance coaches Dr Harvey Anderson MCIMSPA (Chartered), Mark Rose MCIMSPA (Chartered) and Lee Conroy MCIMSPA (Chartered) and CIMSPA Chief Strategy Officer Spencer Moore FCIMSPA at the 2023 UK Coaching Awards

Chartered high-performance coach pathway

In December 2023, we celebrated the creation of a new chartered pathway for sports coaches, with the inaugural six graduates from our chartered high-performance coach pilot coming from cricket, swimming, triathlon and judo.

We now have pathways to chartered status – our highest level of professional status – in place for activity and health practitioners, managers and high-performance coaches.

Member-only webinars

Throughout the year, we have continued our popular member-only webinar series that connects CIMSPA members with sector experts. Thanks to a highly qualified selection of guest speakers, we delivered 16 member-only webinars, with one targeted directly at chartered members. These covered a broad range of sector-relevant subject matters, with topics including participation trends, exercise prescription, digital engagement and making sport and physical activity accessible to various specialist populations.

Overall, the webinars have been well received. Satisfaction ratings across pre-webinar information, webinar content and relevance reached an average of 4.3 out of 5 across the year and peaked at 4.8 for the webinar on understanding the latest participation trends. The most well-attended webinar explored how to support midlife women to keep moving, with 391 members joining to develop their skillset in working with this group.

This enthusiasm among sector professionals for learning how to cater to groups in their community with specialist needs gives momentum to our strategy aim of ensuring that our workforce delivers safe and high-quality participation opportunities for all. With members across the UK, we are ensuring that, through our skills-focused webinars, we are delivering the necessary skills to those who need them to support their clients and progress in their career.

Digital credentials for chartered members

In March 2024, we started a pilot programme to issue verifiable digital credentials to selected members.

These digital credentials have been made available to all CIMSPA chartered members and chartered fellows across all types: activity and health; high performance coach; and general and senior manager categories. Because these digital credentials can be verified by a simple clickthrough, they provide trusted confirmation of the accomplishments and excellence of our members with the highest personal professional status.

The results of this pilot programme will be evaluated as to how digital credentials might benefit the wider membership.

Professional recognition portability

In August 2023, CIMSPA joined the International Confederation of Registers of Exercise Professionals (ICREPs).

This gives CIMSPA members working in exercise and fitness international portability of their professional registration, unlocking the potential of working in countries such as Australia, the USA, Ireland and the United Arab Emirates.

Professional qualification certificates

Our education department issued over 1,350 professional qualification certificates to learners at our higher education partner institutions in the reporting year.

These certificates confirm how completed learning and development is aligned to sector professional standards before the student's full learning programme is complete – important when courses are three or four years in length.

Professional qualification certificates help by both easing the transition from education to employment and, in many cases, by enabling learners to commence part-time work in sport and physical activity while they are still studying.

Digital credentials pilot





Further education staff attend The Well HQ's course at Loughborough College

New professional standard in action

In October 2023, the Working with Women and Girls population specialism professional standard was released.

Increasing the number of professional standards such as this allows CIMSPA to ensure that specialised professional status and recognition pathways can be established. This gives the sector workforce the opportunity to fine-tune their own career journey and development.

Well HQ course pilot success

Publishing this professional standard also enabled CIMSPA partner The Well HQ to successfully pilot their “A Female Focus in Further Education” course with over 40 professional staff from 20 further education colleges in February 2024 at Loughborough College.

The course covered areas such as the importance of understanding the menstrual cycle and how it can affect performance; pelvic health; and obtaining the correct sports kit such as sports bras and shorts.

Participant feedback on the day was positive, with comments including how “hopefully we can take this back and implement our own version of this as part of their education”.

Guidance notes relaunched

The value of membership increased further in October 2023 with the relaunch of our guidance notes service for members.

These contain best-practice guidance on the operational management of gyms, leisure environments and sports clubs. The first release included over 30 guidance notes, covering a wide range of subjects including dealing with adverse weather; instruction and supervision with exercise spaces; and pool water technical guidance.

National Sector Partners Group

In this reporting year, the National Sector Partners Group (NSPG) – of which CIMSPA is a leading member – increased the tempo of its collaborative work on behalf of the sector.

The NSPG is a coalition of leading bodies from across the sport and physical activity sector. It includes Active Partnerships, CIMSPA, the Local Government Association, the Sport and Recreation Alliance, the Sport for Development Coalition, the Youth Sport Trust and ukactive.

Together, the NSPG has collective strength to consistently represent and showcase the potential of our sector to government, to speak with one voice and thus to amplify that voice.

In September 2023, we joined our NSPG partners in calling on our political parties to pledge to make the United Kingdom the most active nation in Europe and to acknowledge the huge positive impact that our sector has in improving health and wellbeing, reducing demand on the NHS and supporting economic growth.

Working collaboratively within the NSPG in this way has enhanced the collective professional recognition of our sector.



Local skills and local delivery

This year, we built out the sector's first-ever skills hub network. This foundational success will help ensure that our workforce can access the right training, at the right time, in the right place. This skilled workforce can then play their part in delivering local health, wellbeing, social and economic value in their communities.

Our local skills delivery work continued to accelerate during the reporting year across England, Wales and Scotland.

Co-ordinated and managed by our 18-strong team of skills hub managers and regional managers, we are bringing together employers, education providers and employability-focused organisations to effectively and efficiently match supply and demand of quality-assured education and training for our workforce.

Local Skills Accountability Boards

31 Local Skills Accountability Boards are now active across the UK as at March 2024. Local employers and education providers are represented on these boards, together with government agencies such as the Department for Work and Pensions, local health commissioners, local authorities, chambers of commerce and community groups.

Our progress:

- 566 organisations are represented on these boards.
- 692 skills diagnostics were completed with employers, providing a clear evidence base to better understand local skills priorities.

As the reporting year for this annual report closed, we finalised the first sport and physical activity sector local skills plan, covering Leicester, Leicestershire and Rutland, which was published in April 2024.

Local skills in action – West Nottinghamshire College

Last year, our local skills delivery success included the creation of four practitioner professional qualifications, endorsed by CIMSPA and delivered by Vision West Nottinghamshire College.

In this reporting year, students are now graduating from these courses, work-ready with a skillset determined by local employer needs, including lifeguard training, first aid and a fitness instructor certificate. These courses have provided graduates with a great introduction to the different career pathways available within the sport and physical activity sector.

Continuous feedback and improvement have driven an evolving curriculum at West Nottinghamshire College, with students now able to choose between a fitness or coaching pathway at both intermediate and advanced levels.

Every piece of learning and development is aligned with the sector's professional standards and provides students with the best possible gateway to a fulfilling career in our sector.



Students at Vision West Nottinghamshire College receive career-focused learning aligned with professional standards

Education ecosystem and preparing for the Training Academy

Throughout the reporting year, we further aligned our sector's education ecosystem with the local skills delivery project, as highlighted through the unveiling of our further education partnership. Our work also centred around the completion of key milestones in preparation for the launch of the sector's first Training Academy.

Quality assurance

In August 2023, we unveiled our second-generation quality assurance framework. This provides an independent rating of the quality of our endorsed training providers' provision.

The system grades providers at three levels, with the first level showing compliance with our quality baseline, and the highest level celebrating the best education provision in our sector.

It makes it easier for employers and individuals to find high quality learning and development that helps achieve business goals and individual ambitions.

3-star providers are the only ones who are able to present their courses within the Training Academy for Sport and Physical Activity, which launched after the end of the reporting year in July 2024.

Further education partnership launched

Our new further education partnership product became a reality this year.

Loughborough College joined as our national Further Education Partner in February 2024 and works closely with us to support our growing network of FE colleges.

The partnership enables CIMSPA to support further education providers across the country to develop their curriculum in line with our local skills delivery work and to maximise the employability outcomes of learners.

Activate Learning, who manage a group of FE colleges across the home counties, also joined in February 2024 as Further Education Partners. As part of their partnership, Activate Learning announced they will add the CIMSPA Practitioner Professional Qualification in Health and Fitness (Leisure Professional) to their curriculum.

Set to launch at City of Oxford College and Banbury College, this unique curriculum will be carefully crafted to align with the priorities and requirements of the local sport and physical activity workforce. This education programme is also backed by CIMSPA Employer Partner Greenwich Leisure Limited (GLL), who is providing high-quality work placements for learners.

This CIMSPA-coordinated curriculum offer provides students with a direct line of sight to employment when they graduate, as well as a gateway into professional status and recognition within our sector.



Higher education partnership

Our higher education partnership is a key part of our education ecosystem that bridges the gap between the worlds of education and employment and primes learners for the best possible start to their careers in our sector.

This year we welcomed Nottingham Trent University, the University of Sunderland and Keele University as new Higher Education Partners. Together they have added six new degrees to our endorsed education listings, with subject areas including rehabilitation and exercise science, sports coaching and physical education, and sports science nutrition and health.

We also awarded over 1,350 professional qualification certificates to learners at our Higher Education Partner institutions in the reporting year.

Digital credentials for training providers

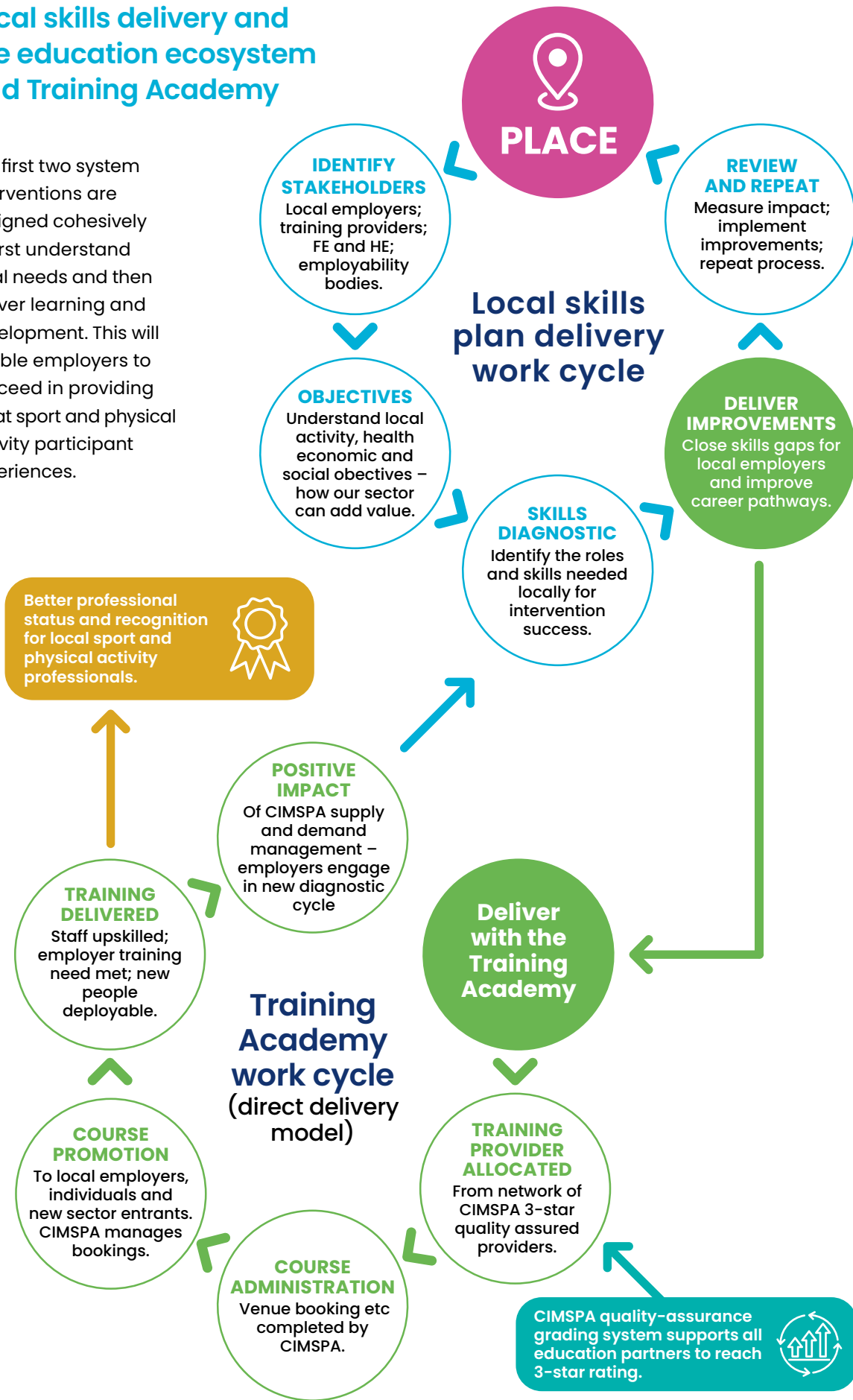
In February 2024, we built on the value of reaching the highest levels of quality assurance by launching our first digital credentials for training providers.

Our 3-star “enhancing” Training Provider Partners are now able to use an official CIMSPA digital badge to showcase how they are providing the highest quality learning and development in our sector. When used online, the badges link back to a verified statement of their achievement.



Local skills delivery and the education ecosystem and Training Academy

Our first two system interventions are designed cohesively to first understand local needs and then deliver learning and development. This will enable employers to succeed in providing great sport and physical activity participant experiences.



Sector careers support

Our work this year centred on both building and broadening end-to-end career pathways in sport and physical activity – the recruitment, training, support and retention of our people. This spans from showcasing the great careers available in our sector to school-leavers and adult career-switchers through to equipping our people with powerful tools to choose and progress in their individual journey through a long and valuable career in sport and physical activity.

Introducing our careers support project

The ongoing projects we have been managing and delivering this year include the following:

- **Funded CIMSPA projects**
Comprising enhancing the sector jobs board, the Inclusivity Skills Project and careers hub website resource development
- **Skills360 project**
Using the Skills360 platform to recruit and retain an increasingly diverse workforce
- **Coach Core project**
Strengthening the apprenticeship route into our sector
- **Wider CIMSPA careers support**
Engaging with key partners such as Activity Alliance and Unifrog

Funded CIMSPA projects

Sector jobs board

In August 2023, CIMSPA launched the first sport and physical activity sector jobs board, populated with career opportunities from hundreds of CIMSPA Employer Partners who are able to recruit via the jobs board as part of the value of their partnership with CIMSPA.

Our continuing work will make this jobs board the single destination for those looking to start or advance a career in sport and physical activity – streamlining sector recruitment by connecting our Employer Partners to qualified and skilled jobseekers.

The value to the sector is far more than simple job listings, though.

It is a powerful strategic tool that helps CIMSPA to showcase our sector's integrated and interdependent skills and training ecosystem:

- Encourages employers to frame qualification for a job role in the context of an individual's professional status
- Educates job seekers as to the value of lifelong endorsed learning and how this enhances careers

Since its launch, the sector jobs board has attracted over 34,000 unique users and has hosted over 30,000 job openings.

Inclusivity Skills Project

The Inclusivity Skills Project is designed to enhance the sector's capability to work with underrepresented groups, thereby fostering a more inclusive and diverse workforce.

Through targeted training programmes, the project addresses specific needs such as working with disabled individuals, engaging inactive populations and understanding the unique challenges faced by women, particularly during menopause and pregnancy.

Empowering inclusive practitioners

In the first phase of the project, beginning in late February 2024, individuals were provided with inclusivity training that covered working with several specialist populations:

- Women experiencing the menopause
- Disabled people
- People with ethnically diverse backgrounds
- Ante- and post-natal women
- Inactive people
- Neurodivergent people

Early data shows that three-quarters of participating practitioners were women, and over 60% were people in broadly lower socio-economic groups.

By providing these specialised training and development opportunities to this cohort of practitioners, the project is ensuring that they are better equipped to meet the diverse needs of the communities they serve.

Improving inclusivity in targeted employers

The second phase of the project (taking place outside of the reporting year) will focus on providing similar inclusivity training to over 50 CIMSPA Employer Partners. The emphasis will be on connecting with micro and smaller employers, in line with our strategy.

Careers hub website resource development

In February 2024, we launched our first support for careers professionals and education providers. Our new careers guidance course enables them to better help learners who are looking to start a career in the sport and physical activity sector.

This is designed for both young people and career-changers, helping them to understand their options and signpost them to opportunities.

Skills360 project

Skills360 operates a digital gateway, providing individuals with the knowledge, support and access to opportunities that enable them to move from being outside the sector to becoming a valued member of the sport and physical activity workforce.

CIMSPA has partnered with Skills360 again this year to better understand the needs of our potential workforce and to use this insight on their platform to remove barriers to working in our sector.

This platform continues to support the sector's workforce by providing essential learning resources, with a close focus on developing foundational skills and supporting career progression.

Our joint working has a clear intent to engage people:

- from a diverse or underserved community
- with a range of accessibility or learning need requirements
- who might not be in education, employment or training or who have struggled in traditional education settings
- at risk of falling into the criminal justice system
- with limited positive role models or confidence
- lacking knowledge about the sport and physical activity sector.

A phased approach

This year's two-phase project builds on a successful pilot in Birmingham and Solihull.

CIMSPA careers hub phase 1

Starting in August 2023, the project worked to increase the number of individuals registered on the platform and retain them through effective engagement. Once engaged, the goal was to connect platform users to our sector and to diversify the sport and physical activity workforce.

This phase included refining the Skills360 offer for our audiences as well as in-house learning and training to ensure that the foundational needs of our customers were understood.

Key audiences as described above were then targeted through bespoke communication plans and given enrolment and onboarding support to become active Skills360 platform users.

Within the reporting year for this annual report, over 5,000 targeted learners were registered on the platform and these users had completed over 1,200 eLearning sessions.

CIMSPA careers hub phase 2

Phase two of our work with Skills 360 only started two months before the end of this reporting year.

The second phase involves elements including the development and delivery of outcomes-focused tailored programmes as well as developing an accessibility tool for the platform that enhances inclusivity and attracts diverse users.

The phase also involves face-to-face community learning and sharing workshops.

Coach Core apprenticeships project

Coach Core enables under-represented young people to access inclusive sports apprenticeships, helping them to develop the skills, confidence and knowledge needed to support them throughout a career in sport and physical activity.

Their work with us this year

From September 2023, CIMSPA commissioned Coach Core Foundation to execute a two-year project supporting with recruiting, developing, supporting and retaining a diverse sector workforce.

A new employment coach team was created as part of this project. The team works hand in hand with the CIMSPA national skills hub manager network to ensure that employers understand the power of apprenticeships and the value of an inclusive workforce.

The team also collaborates with enabling stakeholders such as the Department of Work and Pensions and Job Centre Plus to target marginalised or under-represented young people.

Coach Core ensures that its apprentices receive diverse and comprehensive training experiences, allowing apprentices to gain valuable skills in sport, work and life. Employers benefit from developing a skilled workforce that is engaged with local communities, while also receiving support and resources from Coach Core to maximise the apprenticeship's impact.

This reporting year covers the first 7 months of a 24-month project. Highlights include:

- 70 apprentice starts with 39 employers*
- 26,000 coaching sessions enabled**

Through the programme, Coach Core has provided CIMSPA-accredited qualifications and ongoing professional development for the apprentices they support.

*Number profiled from 98 apprenticeship starts with 55 employers in the period September 2023 – June 2024.

** Number profiled from 37,083 enabled coaching sessions in the period September 2023 – June 2024.



Our video guides on the Unifrog platform provide sector information and inspiration to young people

Wider CIMSPA careers support

Activity Alliance MOU

In January 2024, CIMSPA completed a memorandum of understanding with Activity Alliance, the leading voice for disabled people in sport and activity.

We are working jointly to improve opportunities for disabled people as part of the sport and physical activity workforce. Under the memorandum, CIMSPA is also striving to ensure that our workforce is confident in including disabled people in their activities. CIMSPA is embedding the memorandum's principles in the professional standards, which are used to build learning and development.

Activity Alliance regional officers are now attending our Local Skills Accountability Boards across the UK. Their training expertise is also being incorporated into our Inclusivity Skills Project.

Unifrog partnership

In Autumn 2023, CIMSPA started a new partnership with career and study decisions platform Unifrog to inspire more young people into sport and physical activity careers. Unifrog is an online resource used by over 3,500 schools and colleges, with over 1.2 million young people accessing their careers and learning content.

Our contribution to their platform includes video guides to life as a sports coach, personal trainer and group exercise instructor, as well as an overview video on sports and fitness careers.

By the beginning of March 2024, over 4,500 users had explored our sector information on the Unifrog platform.

Business support

During the reporting year, we have continued to explore how best to support sport and physical activity sole traders and micro and small enterprises to improve business resilience and sustainability so that they can continue to have a great impact in their communities.

What we know – a reminder

Over 91% of sector enterprises have fewer than 50 employees.

56% of our workforce is employed as sole traders, in micro-businesses or in small-to medium sized enterprises (<249 staff).

70% of sector enterprises are considered to be startups – yet to fully develop their business model, potentially lacking adequate capital and needing to grow their resilience.

Our business support precursor – the Digital Marketing Hub

Since 2021, our Digital Marketing Hub (DMH) has helped our sector to connect and engage with local communities.

The DMH offered the self-employed, sole traders, small and medium-sized businesses, as well as volunteers, community groups and charities in our sector the opportunity to develop their digital marketing skills for free.

In total, over 9,250 sector professionals benefited from the marketing support, webinars and guided learning that the hub generated. This year saw the final planned year of the Digital Marketing Hub's programme and activities.

Gold accelerator programme

From January to May 2023, over 100 participants, divided into cohorts of 12 learners, took part in a 6-week programme of expert-taught sessions. These offered the guidance of a programme host and coach, and an additional nine webinars were delivered to complement the accelerator programme.

Digital marketing festival

Hosted over five days in April 2023, our digital marketing festival both drove new registrations to the DMH and kept existing users engaged and enthusiastic about continuing their learning and development. The festival featured daily headline speakers and a virtual hangout tent.

82% of attendees said they were more likely to continue to engage with the DMH as a result of attending the festival, with 64% more confident in their own digital marketing skills after the festival.

All of the learning content, resources and webinars delivered via the Digital Marketing Hub are now available to access on the CIMSPA website.



Digital Marketing Hub – participant feedback

DMH members provided feedback on a range of areas:

- 88% gained more confidence in digital marketing
- 83% improved their digital marketing skills
- 70% felt more confident communicating in an inclusive way
- 54% improved how they communicate with people from low socioeconomic groups
- 55% saw increased awareness around digital marketing and 46% reported increased engagement

Learning from the Digital Marketing Hub project

The Digital Marketing Hub was just one example of business support – in this case helping our sector to connect with its audiences and extend its reach.

This year, we have been using what CIMSPA learned during this programme to inform how our wider business support hub will be shaped and delivered through 2024 and beyond. For example – and based on user feedback – the DMH evolved within its lifecycle, moving from conventional online learning through community-based shared experiences to small-group guided learning sprints.

Business skills diagnostic development

In January 2024, our local delivery team commenced development of a business skills diagnostic system, which was completed after the end of the reporting year for this annual report.

This data collection will be targeted at businesses of all types and sizes in sport and physical activity – from facility operators, to coaching micro-businesses, to equipment suppliers.

The data captured through this process will ensure we have a clear understanding and solid evidence base of how we can tailor this system intervention.

Evidence-based – moving from insight to foresight

We have made significant progress in developing a high-quality evidence base for our work. Our workforce insights report has given us a definitive snapshot of our sector's boundaries, trends and changes. Our Data Lens platform gives CIMSPA partners the real-time insight that delivers better operational planning, workforce support and customer satisfaction. And the creation of our sector's workforce observatory will translate this insight into foresight as to where our sector and our professional standards need to be in the future.

Workforce Insights Report

In November 2023, CIMSPA released the Workforce Insights Report – a complete picture of our workforce's composition and its evolution, career pathways and regional trends that have emerged since our last report in 2020.

The findings of the report also illustrate some of the changes and challenges that the sector is facing, providing insights to help organisations plan for their own workforce development.

We've made this report available for the whole sector to use.

- A major local authority has used our workforce data picture and supporting intelligence to improve their recruitment plans for a major new sport and physical activity centre with a project value of £30 million.
- Community activity providers have used our data to support funding bids.
- The regionalised data approach that our report adopted has helped agencies at the home nation level use our data with confidence.
- Drilling down further, our insight findings have enabled our Local Skills Accountability Boards to make clear, evidence-based decisions.

- Our Higher Education Partners have used the report to develop their employability strategies and have built our sector definitions and findings into their curriculum content – this has also helped CIMSPA connect with students and build their understanding of our role in the sector.

Our workforce insight has been well received and has driven greater collaboration around data collection and workforce intelligence in the sector – CIMSPA has seen an increase in interest from industry and education to collaborate and improve efficiencies when it comes to understanding and reporting on our workforce.



CIMSPA Data Lens platform

In November 2023, we started the rollout of the CIMSPA Data Lens product.

Data Lens provides CIMSPA partners with real-time intelligence on the UK sport and physical activity sector and workforce, enabling them to plan their operations, support the sector workforce and identify and meet customer needs.

By January 2024, we already had over 130 partners using the Data Lens service.

- **Employers:** market and competitor analysis, workforce planning, recruitment and benchmarking.
- **Education partners:** curriculum and content design, learner acquisition and establishing placement networks.
- **National governing bodies/system partners:** establishing employer and education networks, benchmarking, workforce planning and informing strategy.

Data Lens is a first for the UK sport and physical activity sector. Over a hundred CIMSPA partners adopting consistent definitions for how our sector is segmented and described enhances the unity of our sector's voice and simplifies comparison and future collaboration.

CIMSPA's Data Lens partners also provide a great feedback loop and evidence base for our development of future sector-insight tools.

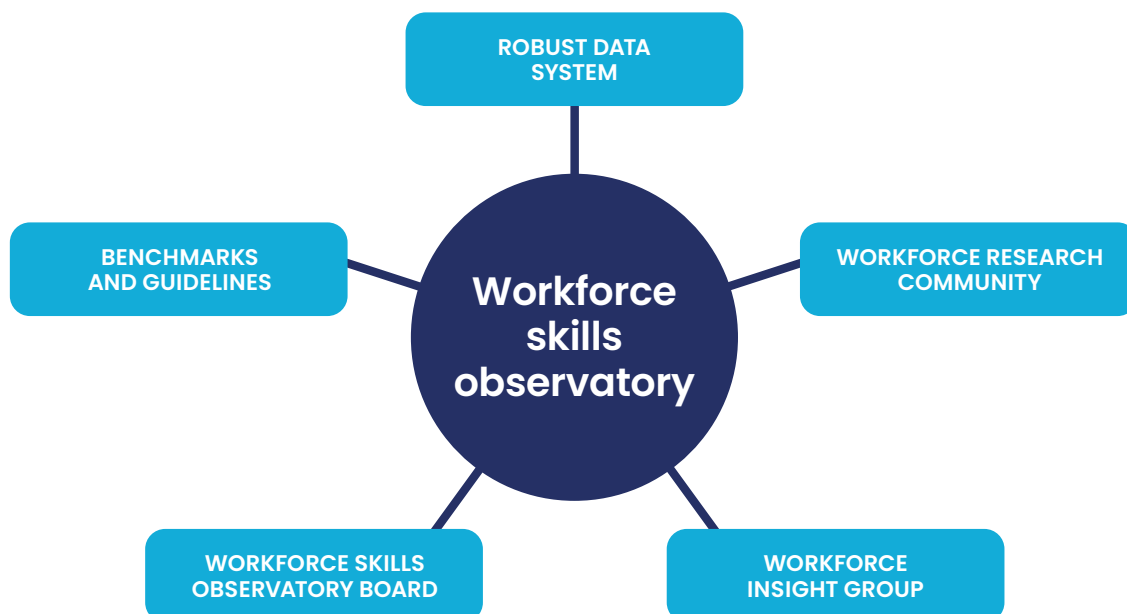
Sport and Physical Activity Workforce Observatory

The Sport and Physical Activity Workforce Observatory forms one of the six system interventions of our strategy. In order to foster collaboration and streamline work, it brings together a broad group of academics and system partner data specialists who publish research into sector workforce development. The observatory comprises five core components:

- A robust data system
- A workforce research community
- A workforce insight group
- Benchmarks and guidelines
- The Sport and Physical Activity Workforce Skills Observatory Board

Leveraging these elements, the observatory's mission is to transform and empower the sector by providing data-driven insights and actionable recommendations for strategic workforce planning and development.

By forging a close relationship between sector stakeholders and academia, the observatory firmly establishes the sport and physical activity sector as modern and future-focused with an appetite for progress founded on data and research.



Initial progress

As a new initiative, the observatory's scope was finalised within the reporting year, as well as how it will inform and be informed by CIMSPA, our governance framework and the sector as a whole. A data scientist was also recruited and onboarded to lead on the project's digital build.

The observatory launched successfully, securing £200,000 of funding from Innovate UK in partnership with Cardiff Metropolitan University. This is now being used to develop an information system to collate all available workforce data and intelligence, forming a key part of the observatory's work.

The year also saw the observatory board's creation, and in March 2024, this held its first meeting. Members came together to discuss the board's purpose, terms of reference and initial priorities. These include developing a methodology for professional standard reviews to ensure that they are future-focused and founded on data and research, remaining relevant and impactful.

Sport and Physical Activity Workforce Observatory Board

Board composition

- Steve Osborne MA MBA FCIMSPA (Chartered) (Chair) – Cardiff Metropolitan University
- Michael Antrobus MA – The FA
- Darren Brookfield – King George V College, Pearson
- Dr Susan Brown – Edinburgh Napier University
- Dr Ruth M Crabtree – Sheffield Hallam University
- Heather Douglas BA – UK Coaching
- Dr Vassil Girginov – Brunel University
- Prof Joanne Hudson – Swansea University
- Niall Judge – Sport England
- Dr Marc Keech – University of Brighton
- Laura Larsson – Coach Core
- Louise Morby MA – Leeds Beckett University
- Laura Quayle – Sport England
- Dr Matthew Wade – ukactive
- Dr Richard Williams – British Society of Lifestyle Medicine

“The establishment of the Sport and Physical Activity Workforce Observatory represents a commitment aimed at expanding the sector's data-driven insights and strategic workforce planning. Its formation is a strong endorsement of the work already achieved by the insights team at CIMSPA and the ongoing demand for high-quality workforce-related data and analysis by leaders across the sector.

We have a clear mission to empower the UK's sport and physical activity sector by ensuring that it is equipped with a skilled, motivated and sustainable workforce.”

Steve Osborne FCIMSPA (Chartered)
Chair

Workforce governance

CIMSPA is working through the third phase of its workforce governance project, as commissioned by Sport England, to better understand how the sector can support the workforce to enable everyone taking part in sport and physical activity to enjoy safe and high-quality experiences in a positive environment.

This third phase of the project is a two-year undertaking and commenced in May 2023.

It is focused on the work of sports coaches – those whose occupational scope is defined within the Coach sector professional standard.

It is focused on instilling good workforce governance and self-regulation and shaping a simulated pilot sports coach registration scheme guided by evidence gathered into the digital maturity and readiness of sports governing bodies (SGBs).

Workforce governance registration scheme

Working in England only in the first instance, we have been commissioned to:

- complete a simulated pilot of a coach registration scheme with up to nine sports governing bodies – understanding the processes, structures and systems that would be needed for a nationwide system
- complete a governance audit of sports governing bodies to identify areas of good practice and potential improvement.

Progress in this project has been positive over the last 12 months.

The importance of digital maturity

The relative digital maturity of SGBs is a key factor in understanding the future direction and pace of workforce governance projects.

The SGBs we are engaged with have been assessed through two digital touchpoints and a test model of the CIMSPA-developed Integrated Workforce Governance Framework (IWGF).

Progress update

- 68 sports governing bodies (SGBs) have been engaged with so far.
- 50 SGBs have engaged with digital touchpoint 1, which assessed their digital strategy, data and information processes, data governance and any current workforce registers.
- 40 SGBs have engaged with digital touchpoint 2, which provided greater insight into the processes and methods through which SGBs monitor their coaches and maintain their status. Key safeguarding challenges and further information as to the digital readiness of SGBs have also been identified.
- 18 SGBs have undertaken the Integrated Workforce Governance Framework (IWGF) which takes a deeper dive to establish their maturity in the following six categories: culture and leadership; aligned strategy; people and resources; learning and development; policy and regulation; and insight, research and data.

The commissioned project continued throughout the reporting year for this annual report and will not be completed until mid-2025. Ongoing discussions continue with home country sports councils as to the implications of this project on a UK-wide basis.

Governance review

Governance review

Welcome to CIMSPA's 2023–24 governance review

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

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

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 reporting year from 1 April 2023 to 31 March 2024.



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.

Introduction

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

Independent Non-Executive Trustees 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.

For the first time, this year our Board of Trustees splits equally along gender lines, with 50% female and 50% male members.

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 trustee 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 trustees 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 Trustee

CIMSPA has a Senior Independent Trustee, Manos Kapterian, 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 Trustees are CIMSPA members who have been voted for by their fellow members. Their role is aligned to those of Independent 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.

Independent Non-Executive Trustees

Our Independent Non-Executive Trustees are responsible for constructively challenging and providing expert support to the Senior Leadership Team and overseeing the delivery of the CIMSPA strategy. They are recruited based upon the skillsets identified by the board.

Term limits

Term limits ensure that there is a regular refresh of talent, experience and thinking on the board.

Elected Non-Executive Trustees may serve for a maximum of three terms of three years, with each three-year term elected by the membership.

Independent Non-Executive Trustees may also serve for a maximum of three terms of three years, with each three-year term appointed by the board.

Welfare and Safety Board Lead

The Welfare and Safety Board Lead provides a focus at board level on these issues, advocating for and ensuring a link to the board's members as well as employees, participants, volunteers and any other individuals with which the organisation interacts. They lead and inform relevant discussions and planning as well as ensuring that executive reporting to the board about welfare and safety issues is appropriate and sufficient for the board to make informed decisions.

In December 2023, Joelle Conway was appointed by the board as its first Welfare and Safety Board Lead.

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.

The CIMSPA board:

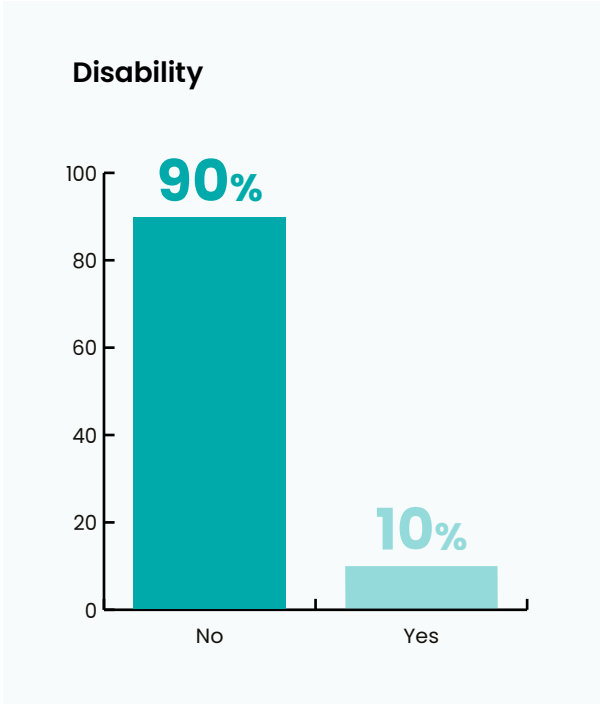
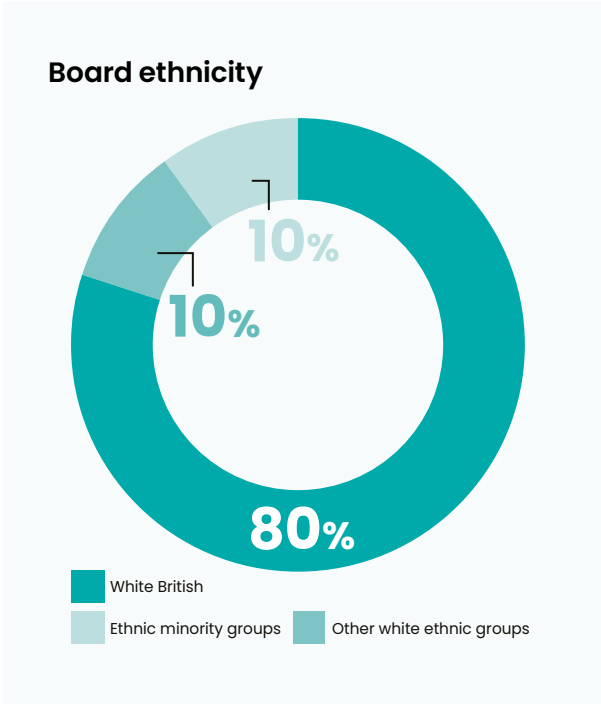
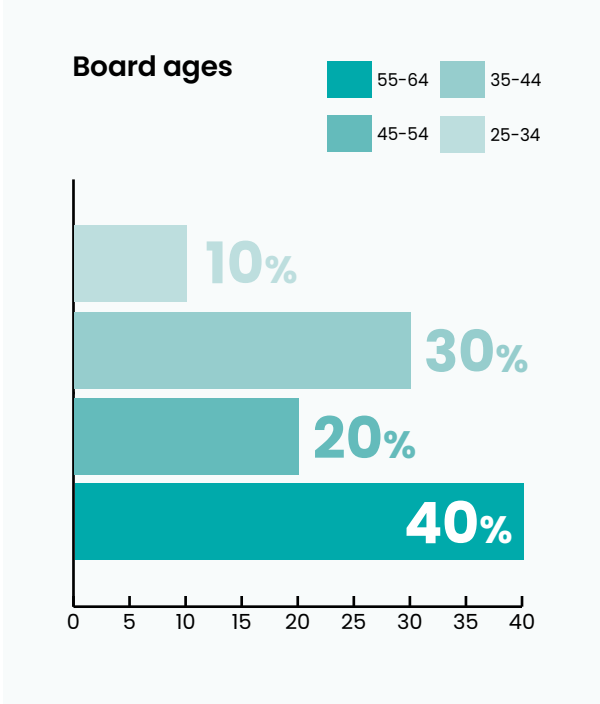
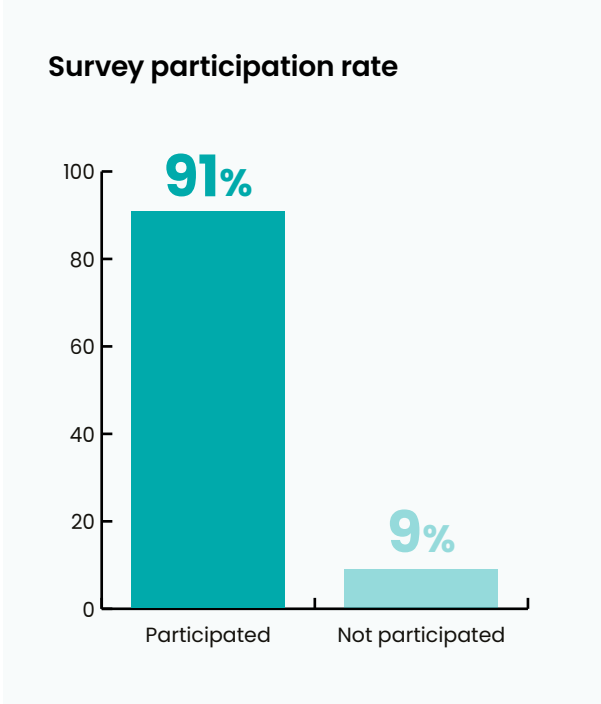
Board trustee	Start date as a trustee	Current term start date	Date left board	Additional role(s)
Marc Woods Chair	30/09/2017	30/09/2023		Nominations Committee Chair
Dr Jon Argent FCIMSPA (Chartered) Elected Non-Executive Trustee	08/09/2018	08/09/2021		UK Workforce Professional Development Board Chair
Malcolm McPhail FCIMSPA Elected Non-Executive Trustee	15/05/2017		13/12/2023	Senior Independent Director (until 13/12/2023) Welfare and Safety Lead (until 13/12/2023) Nominations Committee member (until 13/12/2023)
David Monkhouse FCIMSPA (Chartered) Elected Non-Executive Trustee	18/02/2015		17/02/2024	Audit and Probity Committee Chair (until 01/09/2023)
Manos Kapterian Independent Non-Executive Trustee	22/05/2018	22/05/2021		Senior Independent Director (from 13/12/2023) Membership Committee Chair
Rowena Samarasinhe Independent Non-Executive Trustee	22/05/2018	22/05/2021		Equality, Diversity and Inclusion Champion Nominations Committee member
Jonathan Drakes Independent Non-Executive Trustee	15/12/2021	15/12/2021		Disciplinary Committee Chair (until 01/09/2023) Audit and Probity Committee Chair (from 01/09/2023)
Elena Portas Independent Non-Executive Trustee	15/12/2021	15/12/2021		Youth Panel Advisor
Joelle Conway Independent Non-Executive Trustee	15/12/2021	15/12/2021		Appeals Committee Chair (until 01/09/2023) Disciplinary Committee Chair (from 01/09/2023) Welfare and Safety Lead (from 13/12/2023)
Adrian Gaveglia Independent Non-Executive Trustee	14/09/2022	14/09/2022		Treasurer Finance Committee Chair (until 14/02/24) Audit and Probity Committee attendee (from 02/02/2024)
Lorna Brooks Elected Non-Executive Trustee	14/02/2024	14/02/2024		
Tracy Levy Elected Non-Executive Trustee	14/02/2024	14/02/2024		

Board attendance:

Date of board meeting	17/05/2023	26/07/2023	13/09/2023	13/12/2023	14/02/2024
Adrian Gaveglia	✓ (Virtual)	✓ (Virtual)	✓	✓	✓ (Virtual)
David Monkhouse FCIMSPA (chartered)	✓	✓ (Virtual)	✓	✓	×
Dr Jon Argent FCIMSPA (chartered)	✓	×	✓	✓	✓ (Virtual)
Elena Portas	×	✓ (Virtual)	✓	✓	✓ (Virtual)
Joelle Conway	✓	×	✓ (Virtual)	✓	✓ (Virtual)
Malcolm McPhail FCIMSPA	×	×	×	×	×
Manos Kapterian	✓	✓ (Virtual)	✓	✓	✓ (Virtual)
Marc Woods	✓	✓ (Virtual)	✓	✓	✓ (Virtual)
Rowena Samarasinhe	×	✓ (Virtual)	✓	×	×
Jonathan Drakes	✓	✓ (Virtual)	×	✓	✓ (Virtual)

Board diversity:

	Gender	Ethnic minority groups	Disability	LGBTQIA+
National population	51% female 49% male	18.3%	17.8%	3.2%
CIMSPA Board (current)	50% female 50% male	10.0%	10.0%	10.0%



Board evolution

Board appointments

To be competent, 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 trustee:

- 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 the skills and knowledge of the board
- enhances the experience, independence and diversity of the board.

While recognising that each trustee will not necessarily have experience in every business area, the board does seek to ensure that its membership includes an appropriate mix of experience.

Succession planning

The Nominations Committee continues to assess 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 executed as vacancies arise.

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 and outlines the key terms and conditions of their appointment.

Board composition

The Board of Trustees positions consist of:

- 1 x Chair
- 3 x Elected Non-Executive Trustees
- 8 x Independent Non-Executive Trustees

Current composition:

- 1 x Chair
- 3 x Elected Non-Executive Trustees
- 6 x Independent Non-Executive Trustees

Diversity and Inclusion Action Plan

During the year, we developed our Diversity and Inclusion Action Plan (DIAP) with support from consultants appointed by Sport England.

As well as being a key requirement of the revised Code for Sports Governance, it establishes our commitment to equality, diversity and inclusion (EDI) and our actions in this area going forwards.

Our strategy outlines our ambition to ensure that "the demographic of people who work in sport and physical activity fully represents the society it serves". Our DIAP underpins this and focuses on how we will demonstrate an exceptional culture of EDI within CIMSPA as well as how we will use this to influence partners and the wider sector.

The DIAP was signed off by the Senior Leadership Team and the Chair of the Board of Trustees before being submitted to the consultants for independent review in March 2024.

Board of Trustees elections

An election took place this year to fill vacancies for Elected Non-Executive Trustees.

Nominations were invited prior to Christmas 2023 and we received 20 – the highest since CIMSPA was founded. Eligible members were invited to vote in January 2024. The election was overseen by the independent scrutineer, Civica Election Services, and two new trustees were elected.



Lorna Brooks

Lorna is director and founder of Freedom Activities CIC, which provides inclusive sports and physical activity sessions in the community. Lorna

also sits on the board of Every Body Moves, a programme within ParalympicsGB, as a lived experience advisory board member.



Tracy Levy

As a group exercise practitioner with 24 years of teaching experience, Tracy has a wealth of experience working within the industry as an exercise teacher, trustee and company

secretary. Tracy was formerly the chair of the Movement and Dance Division of the Sport and Recreation Alliance.

The new trustees were registered with the Charity Commission on 14 February 2024.



Trustee induction, evaluation and development

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 and 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 that 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 that annual appraisals are completed.

Board evaluation

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

Board skills development

Ensuring that we have the appropriate level of skills in the CIMSPA Board of Trustees is crucial to supporting the delivery of our 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 the following areas:

- Governance
- Industry
- Charter and statutes
- Vision and mission
- Finance
- IT
- Marketing
- Human resources
- Learning and development
- Commercial

The skills matrix process also assesses soft skills in four areas:

- Board-specific behaviours – for example dealing with challenging scenarios
- CIMSPA behaviours – we are caring, adaptable, aware, engaging and willing
- CIMSPA values – respect, quality and teamwork
- People skills – for example open-mindedness and active listening

We use the skills matrix to assess where our board members might best contribute, for example which sub-committee they lead on.

Board development day

Each year, we hold a board development day to encourage self and peer reflection. This year's took place in December 2023 at CIMSPA Headquarters in SportPark, Loughborough University. The day was facilitated by the Chartered Governance Institute.

Sub-committees, boards and panels

The board is supported in its work by sub-committees, a youth panel and three workforce professional development boards. These are either chaired by, or have as a member, one of CIMSPA's trustees.

Our sub-committees, boards and panels

During this reporting year, the following sub-committees of the board were in operation:

- Appeals Committee
- Audit and Probity Committee
- Disciplinary Committee
- Finance Committee
- Membership Committee
- Nominations Committee
- Youth Panel
- UK Workforce Professional Development Board
- Scotland Workforce Professional Development Board
- Wales Workforce Professional Development Board

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. Once a CIMSPA executive investigation confirms that grounds for appeal have been met, the committee considers and investigates evidence and concerns raised. It then issues outcomes appropriate to the circumstances and reports decisions to the member or partner, relevant committees and the CIMSPA executive team.

Due to the restructuring of committees during the reporting year, there are now no permanent members of the Appeals Committee. Upon an appeal being raised, the Board of Trustees will nominate independent members of the board to assume the positions of chair and panel members for the duration of the process.

Highlights of the year

No appeals were heard by the Appeals Committee this year. Nonetheless, the committee met once during the reporting year to review the current appeals process at CIMSPA and provided valuable independent advice on how to improve the appeals journey from a member perspective.

Committee composition

- Joelle Conway (Chair) (until 14.02.24)
- Jon Argent (until 14.02.2024)
- David Monkhouse (until 14.02.24)

Audit and Probity Committee

The Audit and Probity Committee oversees CIMSPA's risk landscape. By ensuring that risk is adequately managed and that the organisation is governed with integrity, the committee guides CIMSPA's strategy and decision-making processes.

The Board of Trustees also delegates responsibility for monitoring CIMSPA's financial reporting and internal controls to the committee.

Since the Finance Committee's responsibilities were folded into the Audit and Probity Committee this year, the group has also undertaken work in monitoring CIMSPA's financial statements and announcements relating to its financial position.

Highlights of the year

Meeting five times this year, the committee convened with CIMSPA's external auditors to discuss the audit findings report and the statutory accounts.

It also oversaw the development of CIMSPA's new internal audit process and began reviewing the risk register and risk reporting process.

"We have seen two long-standing members reaching the end of their nine-year tenures in David Monkhouse and Paul Cluett, whom I would like to thank for their significant contribution to the work of the committee and to CIMSPA as a whole.

Looking forward, the committee will continue to review and develop CIMSPA's risk management processes to ensure that they remain exemplary."

Jonathan Drakes
Chair

Committee composition

- Jonathan Drakes (Chair) (from 14.02.24)
- Adrian Gaveglia (attends in a non-voting capacity as Board of Trustees Treasurer) (from 14.02.24)
- Paul Neale
- Rowland Omamor MCIMSPA (from 02.02.24)
- Anna Smy

- Darren Ward
- David Monkhouse FCIMSPA (Chartered) (Chair) (until 14.02.24)
- Paul Cluett FCIMSPA (Chartered) (until 18.02.24)

Disciplinary Committee

Holding disciplinary panel hearings in which the practice of CIMSPA members and partners is reviewed, the Disciplinary Committee is key to maintaining a fair and consistent approach to complaints and sanctions.

The committee also reviews the practice of CIMSPA itself to ensure impartiality and transparency in the organisation's governance. It usually meets once per year, but additional meetings are scheduled as required.

Highlights of the year

The Disciplinary Committee met twice during the reporting year. One formal disciplinary hearing was held, while the other session centred around reviewing and providing input into CIMSPA's new complaints process.

"The Disciplinary Committee convened as a panel to hear one case during the year.

In addition, and in collaboration with CIMSPA's Governance and Compliance team, we met to discuss proposed changes to the appeals and disciplinary processes.

The outcome is an agreed working process that places our members and people at the heart of decision-making and creating improved workflows for the team."

Joelle Conway
Chair

Committee composition

- Joelle Conway (Chair) (from 14.02.24)
- Simon Gardner MCIMSPA (Chartered)
- Greg Martin MCIMSPA
- Malcolm Stammers
- Jonathan Drakes (Chair) (until 14.02.24)

Finance Committee

Until its disbandment in February 2024, the Finance Committee was responsible for monitoring the integrity of CIMSPA's financial activities and statements as well as announcements relating to its financial performance. It then reported judgements on these to the Board of Trustees.

The committee also advised the board, the CIMSPA senior executive team and external auditors on matters relating to CIMSPA's financial position, performance, business model and strategy.

As of 14 February 2024, these responsibilities have been transferred to the Audit and Probity Committee.

Highlights of the year

This year, the Finance Committee met twice and reviewed the year-end management and statutory accounts as well as the letters of representation and going concern. The committee also evaluated CIMSPA's Reserves Policy and monitored financial risk.

"As CIMSPA has matured as an organisation, it was determined that a separate Finance Committee was no longer necessary. Having the treasurer on the Audit and Probity Committee allows for clearer actions and better scrutiny of the organisation's financial risks, enhancing the assurance provided by audit reviews.

Additionally, merging the complementary skillsets of the two committees' members will better support CIMSPA during its period of growth and evolution."

Adrian Gaveglia
Chair, Treasurer

Committee composition

- Adrian Gaveglia (Chair, Treasurer) (until 14.02.2024)
- Barinder Dale (until 14.02.2024)
- Charles Scobie (until 14.02.2024)

Membership Committee

Advocate of CIMSPA's membership, the Membership Committee monitors and acts as guardian of the CIMSPA membership categories, including reviewing the membership framework, advising the CIMSPA executive team and the Board of Trustees on all related matters.

The committee's work also involves monitoring the provision and maintenance of membership (particularly chartered status).

Highlights of the year

This year, the Membership Committee focused on monitoring the impact of the new CRM system and the increase in membership fees, providing feedback on CIMSPA's member-retention and communication strategies.

Over four meetings this year, the committee also had input into professional recognition work and proposals for the revised chartered process. Chartered sampling sessions were added to the standard committee meeting agenda.

"Looking ahead, the committee will focus on increasing member engagement, expanding the range of benefits, supporting professional development initiatives and enhancing the recognition of sector qualifications.

Strengthening collaborations with stakeholder partners and educational institutions will further the professionalisation of the sport and physical activity sector."

Manos Kapterian
Chair

Committee composition

- Manos Kapterian (Chair)
- Shelley Dell MCIMSPA (Chartered)
- Ian Gray FCIMSPA (Chartered)
- Darren Humphrey MCIMSPA
- Elise Perraud
- Kate Mills (Youth Panel representative) (from 14.11.23)

Nominations Committee

The Nominations Committee reviews the size and composition (in terms of skills, knowledge, experience and diversity) of the CIMSPA Board of Trustees and identifies suitable candidates for appointment.

The committee is also responsible for succession planning for CIMSPA's senior executive team and the Board of Trustees. In doing so, it takes into account strategic and commercial changes, as well as business challenges and opportunities, to determine the skills and expertise needed in future members.

Highlights of the year

This year, the Nominations Committee conducted an analysis of the board's skills matrix and identified recruitment priorities.

Its only meeting during the reporting year was a session investigating what the board could look like in five years' time and what skills will be needed from trustees in the future.

"The Nominations Committee continues to focus on the recruitment priorities identified by the board skills matrix analysis and the monitoring of tenures.

With a clear understanding of CIMSPA's strategic intent, our succession planning has continued to be front of mind as we seek to future-proof the composition of the board.

As a committee, we are energised by the role we can play in supporting CIMSPA to achieve its aspirations."

Marc Woods
Chair

Committee composition

- Marc Woods (Chair)
- Steven Gould
- Rowena Samarasinhe
- Malcolm McPhail (until 13.12.23)

Workforce professional development boards

The Sport and Physical Activity Sector UK Workforce Professional Development Board (WPDB) is focused on growing the attractiveness of working in the sector across the UK. It also aims to ensure that all customers and consumers have an excellent, safe experience. The Scotland WPDB and Wales WPDB support the UK board in achieving these goals across the respective nations.

The UK WPDB leads on workforce policy, education and professional development and is supported by a network of four Workforce Professional Development Committees (WPDCs). These are specialised in four of the main sport and physical activity sector industries (community sport, exercise and fitness, leisure operations and performance sport).

During the reporting year, the workforce professional development boards and committees met 28 times. Further subgroups held 21 meetings this year.

Highlights of the year

This year, a new workforce professional development board was created for Wales. This brings the total to seven employer-led boards and committees comprising 110 volunteers representing employer, education-provider and policymaker stakeholders.

One new professional standard – Working with Women and Girls – was developed and published, and a new standards for deployment policy, implementation guidance and evaluation tool was developed and approved ready for publication later in 2024. The UK WPDB also established a communication mechanism with the Local Skills Accountability Boards, ensuring that our evidence-based local skills work can influence national policymaking.

Other highlights included reviewing and making significant changes to the Leisure Team Member apprenticeship, which will improve access for people wanting to work in the sector.

“It has been a privilege and pleasure to chair the UK Workforce Professional Development Board again in the past year. I’d like to thank the members of the board and its committees for dedicating their time to guiding this important work, together with the CIMSPA team who have provided such great support.

Industry leaders have developed new policies and reviewed existing ones. By having clear policies, written by the sector, for the sector, we can be sure the workforce will have the excellence for us all to achieve our collective ambition.

In my time as chair, I believe we have made significant strides towards shaping a recognised, valued and inclusive workforce. We’re in good shape and good hands and I’m pleased with the progress we’ve made.”

Dr Jon Argent FCIMSPA (Chartered)
Chair

UK WPDB composition

- Dr Jon Argent FCIMSPA (Chartered) (Chair)
- Richard Millard FCIMSPA (Vice Chair)
- Steven Osborne FCIMSPA (Chartered) (Vice Chair)
- David McLean MCIMSPA (WPDB Scotland Chair)
- Dr Susan Brown (WPDB Scotland Vice Chair)
- Catrin Davis (WPDB Wales Chair)
- Andy Heald FCIMSPA (WPDC Co-Chair)
- Emily Reynolds (WPDC Co-Chair)
- James Buckley MCIMSPA (WPDC Chair)
- Ian Gray FCIMSPA (Chartered) (WPDC Chair)
- Stuart Armstrong
- Heather Douglas
- Mark Gannon
- Dr Emma Ross
- Jack Garner
- Kelly Gaffney MCIMSPA
- Michelle Hayden
- Pete Forder
- Rob Johnson
- Simon Titley
- Steve Russell
- Nikki Stewart

- Marianne Boyle (maternity leave from 30.11.2023)
- Harriett Jones (providing maternity cover starting 30.01.2024)
- Jay Roper (WPDC Chair) (until 07.03.2024)
- Marvin Burton (until 10.11.2023)

Scotland WPDB composition

- David McLean MCIMSPA (Chair)
- Dr Susan Brown (Vice Chair)
- Ciaran O’Brien MCIMSPA
- Emma Gillies
- Fiona Wernham
- Flora Jackson
- Karen Wernham
- Mags Paterson
- Nichola McLachlan
- Nikki Stewart
- Theresa Campbell
- Tony Penfold FCIMSPA (Chartered)
- Colin McCrum
- Derek O’Riordan (until 01.01.2024)
- Giles Lomax (until 16.05.2023)
- Dave Clark (until 16.05.2023)

Wales WPDB composition

- Catrin Davies (Chair)
- Chris Emsley (Vice Chair)
- Steven Osborne FCIMSPA (Chartered)
- Clare Jefferies
- Eleanor Ower
- Gareth Downey
- Jane Sellwood
- Lucy Scott
- Mike Parry
- Nic Beggs
- Rachael Newport
- Rhian Pearce
- Rob Baynham
- Robbie George
- Steph Makuvis
- Thomas Sharp
- Natalie Brown

“The Youth Panel commenced this reporting year with renewed energy, welcoming a few new members to the group. Together, we contributed to critical areas of CIMSPA’s work.

Panel members have also represented CIMSPA at external events and with other organisations, remaining proactive in our aim to influence CIMSPA from a youth perspective.

While we are proud of our achievements so far, a key focus is establishing a solid foundation for future cohorts to build upon.”

Abishek Sudhakar
Chair



Youth Panel

With members aged 16–25, the Youth Panel drives the involvement of young people’s perspectives and experiences. They meet to discuss relevant issues and topics to bring to the Board of Trustees.

The panel actively engages and consults with the board to influence policy and practice, allowing the members to be proactively involved in the future of their workforce.

Highlights of the year

The Youth Panel met twice during the reporting year. Highlights of this year for the panel include a two-day development event, which provided members with an overview of CIMSPA’s new strategy and the work associated with it.

The panel also provided input into CIMSPA’s work on professional recognition; the pathway to chartered status; the equality, diversity and inclusion strategy; and the new marketing and communications strategy.

Panel composition

- Abishek Sudhakar (Chair) (from 01.08.2023)
- Elena Portas (CIMSPA Board Trustee and Youth Panel Advisor)
- Fran Atkinson (from 01.08.2023)
- Jade Featherstone
- Jessica Laidler
- Kate Mills (from 01.08.2023)
- Gareth Picken
- Georgia Townsend
- Parie Patel (Vice Chair) (until 09.02.24)
- Daniel Broughton (until 09.02.24)
- Jack Naylor Dunn (until 28.09.23)
- Samuel Finch (until 28.09.23)
- Farran Leach (until 28.09.23)
- Daniel Masters (until 28.09.23)
- Jack Walklett (until 28.09.23)



Our people

As a Best Companies 3-Star World Class company, we are an ambitious organisation with a brilliant team who are very talented. We've a lot of work to do but we remain focused on the things that make us great – our people and our culture. We truly believe in giving all our team members a voice, which is why we lead by listening.

CIMSPA values

Respect

We share a mutual respect with our members, partners and colleagues – listening to each other's needs and freely offering support, guidance and advice.

Quality

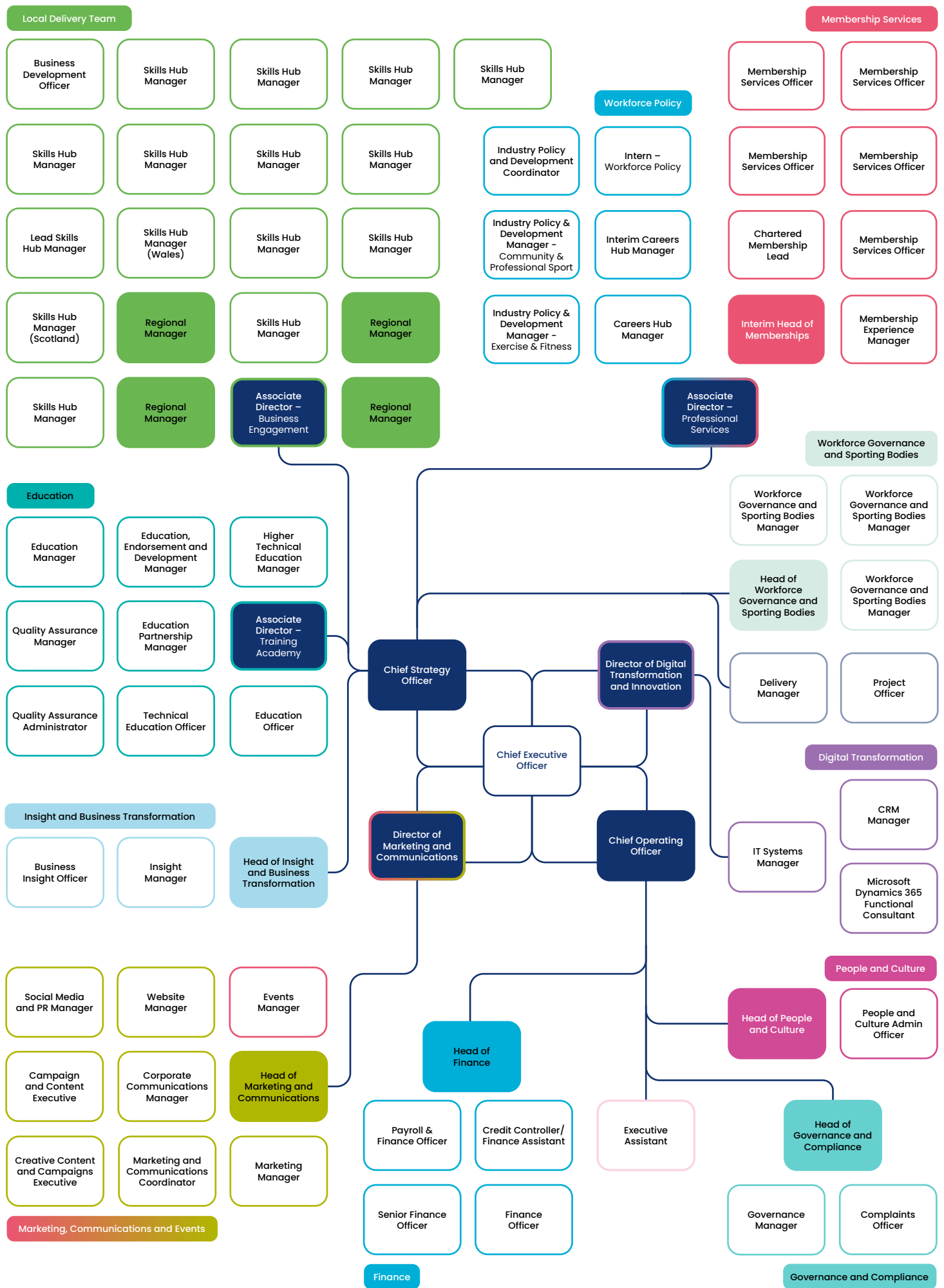
The sector trusts us to lead the way. That's why delivering quality is of the utmost importance, setting high standards for ourselves and our whole sector.

Teamwork

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

Our organisational structure

As at the end of the reporting year, the CIMSPA team had the following structure.



Staff engagement

Engagement

Understanding how our staff feel about the organisation, how motivated they feel and how committed they are is extremely important to us. Therefore, each year, we carry out an employee engagement survey to collect real data; gathering insight to help us drive effective decision-making.

This year, we achieved an engagement score of 88%, with a 92% participation rate from across the organisation.

We shared these results at the next team conference day, as well as offering deeper dives into the survey results by department and hosting group discussions to explore the results. Collectively, this helps our teams to understand what we're doing well and where there are areas of opportunity to improve our employee experience.

The results have also been used to guide the People and Culture team's project work and organisational change has taken place based on the engagement survey feedback.

Best Companies success

In November 2023, CIMSPA was named as the number one best UK not-for-profit body to work for. We also received our second three-star rating from Best Companies, recognising our excellent organisational culture and employee engagement.

As part of this process, in March 2024, we took part in the follow up Best Companies 'pulse check' survey, b-Heard, to continue our engagement surveying journey. Results were shared at the following team conference day, and we continue to work on the insight this survey provided.



Gender pay gap reporting

To remain transparent, CIMSPA is continuing to report on its gender pay gap even though, as an organisation with fewer than 250 employees, we are not required to do so. As of 1 April 2024, CIMSPA employed 83 full-time equivalent employees.

While there is a slight 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 with 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 2024	£17.84
Male	Median 2024	£19.14
2024	Gap	6.79%
2023	Gap	6.84%
2022	Gap	5%

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 of a few individuals at the top or the bottom of the range. The average median gender pay gap in the UK favours men by 14.3%*.

All staff: mean pay gap

Female	Mean 2024	£21.65 p/h
Male	Mean 2024	£21.92 p/h
2024	Gap	1.23%
2023	Gap	1.11%
2022	Gap	9.52%

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

*Source: CIPHR

Proportion of males and females in each quartile

CIMSPA overall	2024	2024	2023	2023	2022	2022
	Female	Male	Female	Male	Female	Male
	55%	45%	57%	43%	70%	30%
Upper quartile	50%	50%	57%	43%	64%	36%
Upper middle quartile	45%	55%	46%	54%	64%	36%
Lower middle quartile	60%	40%	54%	46%	64%	36%
Lower quartile	65%	35%	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 lower middle quartile, where the percentage of females has increased from 54% to 60%.

Overall, the quartiles are moving to a more balanced gender composition, with the upper quartile now being an equal split.



Ethnicity pay gap reporting

In our last governance review, we reported on our ethnicity pay gap for the first time. By continuing to do this year on year, we are building an evidence base that will help us better understand and then narrow this gap.

As with the gender calculations, there remains an ethnicity pay gap, however there are no equal pay issues* because, as an organisation, we regularly conduct equal pay checks and benchmarking.

The median pay gap has reduced from 19.61% in 2023 to 4.13% in 2024.

We consider the ethnicity pay gap within CIMSPA as mainly due to vertical segregation, with white employees occupying more senior roles than ethnically diverse colleagues.

Our People and Culture team continues to evolve our recruitment and internal development systems, and our Marketing, Communications and Events department works to ensure that the public face of CIMSPA is diverse and inclusive.

However, this is still very much an emerging metric, with CIMSPA growing to 83 full-time equivalent employees within the reporting year. The more datapoints we have over time, the better we will be able to understand how our organisational culture and behaviours contribute to narrowing the ethnicity pay gap.

*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 2024	£17.93 p/h
White	Median 2024	£18.67 p/h
2024	Gap	4.13%
2023	Gap	19.61%
2022	Gap	n/a

All staff: mean pay gap

Ethnically diverse	Mean 2024	£20.26 p/h
White	Mean 2024	£22.12 p/h
2024	Gap	9.22%
2023	Gap	14.04%
2022	Gap	n/a

Staff diversity

All staff

The table below highlights how CIMSPA's demographics compares to the national population statistics (2021 Census).

Key points:

- CIMSPA is below the national statistics in terms of representation from ethnic minority groups and disabled people, with broadly similar data to the last governance review.
- CIMSPA remains ahead of the national average for LGBTQIA+ representation.
- Last year, we were in line with national averages on gender, whereas this year, the organisation has a higher percentage of female employees than the census picture.

All staff	Gender	Ethnic minority groups	Disability	LGBTQIA+
National population	51% female 49% male	18.3%	17.8%	3.2%
CIMSPA all staff (current)	57.8% female 39.8% male (2.4% prefer to self-describe)	12%	16.9%	15.7%

Senior management and senior leadership teams

SLT + SMT	Gender	Ethnic minority groups	Disability	LGBTQIA+
National population	51% female 49% male	18.3%	17.8%	3.2%
CIMSPA SLT/SMT (current)	46.7% female 53.3% male	13.3%	6.7%	20%

Staff turnover

2023/24	22%
2022/23	24%
2021/22	17%
2020/21	5%

Staff retention

2023/24	88%
2022/23	97%
2021/22	128%
2020/21	128%

Staff succession planning and development

With the evolution of our senior leadership structure, we have enhanced our succession planning foundations. CIMSPA also continues to provide development opportunities for all team members.

Succession planning positively impacts performance management, not only in ensuring key positions will remain filled with competent people, but also for helping to ensure that staff feel engaged, appreciated and developed.

Senior Leadership Team

CIMSPA has grown from 56 to 83 full-time equivalent employees within the reporting year and this has driven a restructuring of our Senior Leadership Team (SLT).

The Senior Leadership Team is comprised of:

- the Chief Executive, Chief Strategy and Chief Operating Officers, together with the Director of Marketing and Communications and Director of Digital Transformation
- associate directors across business engagement, professional services, and the Training Academy.

As well as creating a balanced management structure for the organisation, restructuring the leadership team in this way gives the new associate directors exposure to and experience of the challenges of organisational management at a senior level, thus enhancing CIMSPA's succession resilience.

Their attendance at SLT meetings also ensure strong connections between strategic leadership and operational management.

Senior Management Team

The Senior Management Team (SMT), primarily consisting of heads of departments, meets fortnightly to develop, challenge and review operational plans and budgets. SMT members often work collaboratively across departments, thus making it an effective environment for upskilling those involved and for developing our future leaders.

The SMT also works closely with the Senior Leadership Team to look at the overarching strategy, devise the operational plans/deliverables for the year ahead and set objectives in line with this.

Future leaders programme

Now in its third year, the programme continues to provide our emerging leaders with formal learning and development to buttress their practical management experience, smooth our succession plans and build resilience.

Eight team members are still on track to complete a level 5 operations or departmental manager apprenticeship qualification, studying with our national Further Education Partner, Loughborough College.

This year also saw team member Clare Dunn both graduate from this programme and build on this with a 'top-up' leadership and management BA Hons degree. Clare has also transitioned into the Senior Leadership Team this year – a great example of real-world succession development.



CIMSPA staff attend a talk on transgender awareness led by Dr Sophie Cook

Other staff development

- Nine members of our senior team also took part in mediation training in October 2023. As CIMSPA has grown, so have the people management challenges for our line managers. This training was conceived to equip our managers with valuable skills in how to handle difficult conversations and bring about successful resolutions.
- Across several training days in November 2023, 34 team members developed their presentation skills, using the expertise of an external training provider to enhance our ability to communicate CIMSPA's value and impact to the sector.
- This year, we launched our quarterly corporate induction training sessions, an opportunity for our recent hires to get together for the day, meet with a representative from each department and ensure that they have a full understanding of the organisation, our strategy, our culture and values, and where their role fits in. Feedback shows that these sessions have been well received and are supporting our new hires to more quickly become productive team members.
- In a very popular session in March 2024, staff came together – either dialling in remotely or attending in person at our headquarters at Loughborough University – for a transgender awareness day, led by the author and LGBTQIA+ and mental health campaigner Dr Sophie Cook.

Team wellbeing

As an exemplary employer, CIMSPA continues to place a deliberate focus on how we support our team's physical, mental, emotional, social and financial wellbeing.

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

Team wellbeing benefits

We continue to offer a comprehensive package of wellbeing benefits to our team, including:

- a monthly healthy living allowance to encourage activity and wellness (taken up by 48% of eligible team members)
- BUPA Cashplan – helping with the costs of eye tests, prescriptions, physiotherapy, dental work and more
- BUPA Employee Assistance Programme – providing our team with confidential support and practical advice on issues that might be impacting their wellbeing and performance
- access to the Calm wellbeing app
- access to a new wellbeing hub on the CIMSPA intranet.

Regular wellbeing actions throughout the year

- The Wellbeing Committee runs a monthly “pulse check” using our internal messaging system to take the organisation's wellness temperature.
- Regular “lunch and learn” virtual learning sessions are held for all team members to learn in an informal and friendly team environment. Recent sessions have included personal budgeting, all about Ramadhan and Eid, and Pride month.

Our wellbeing year

Throughout the year, we've also organised mini events and team contact time around wellbeing themes.

For example, in February 2024, our wellbeing committee arranged for Mind, the mental health charity, to attend SportPark and deliver a workshop for their “Spot. Support. Signpost” initiative, both for CIMSPA staff and for others working at SportPark Loughborough University.

We have also consistently raised awareness of and signposted our team to mental health support throughout the year.

During Mental Health Awareness week in May, we provided our team with a training session with our partners, Mind, to inform staff of how to look after their own mental health and wellbeing and encourage staff to become more active, developing a healthy relationship with physical activity for their mental health.

Team conference days

As a UK-wide chartered professional body, we have team members based across England, Scotland and Wales, many of whom work remotely away from our headquarters at SportPark, Loughborough University.

Each quarter, the whole CIMSPA team comes together in person for a staff conference, with a programme designed to encourage team cohesion and positive working. Our team conference days provide the opportunity to:

- update the team on project progress and alignment to our strategic goals
- learn from guest speakers with unique perspectives on the world of sport and physical activity
- celebrate our own achievements and milestones, including our quarterly and annual team awards
- provide a friendly and welcoming environment for all team members, both new and old, with activities designed to facilitate interaction, team building and enhancing interpersonal relationships.

In this reporting year, we held four of these team conference days, using venues across Nottinghamshire and Leicestershire.





Welfare and safety

The CIMSPA Board of Trustees is committed to its responsibilities towards the welfare and safety of our members and people (including employees and volunteers) and this is factored into its decisions.

As part of this commitment, the board appoints a Welfare and Safety Lead from among the trustees. This role was held by Malcolm McPhail until he stepped down at the end of his term as an Elected Non-Executive Trustee on 13 December 2023. Since then, the role has been held by Joelle Conway, an Independent Non-Executive 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.

Finance

Finance review

Our finances

Summary of financial position

The Institute achieved an operating deficit of £209,227 in the year ended 31 March 2024 (31 March 2023: deficit of £13,601). Of this, £222,876 (2022/23: £353,774) sits within a designated fund as 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 five years' worth of funding to 2026/27 totalling £11.25 million. CIMSPA is also in receipt of two additional grants, these being Workforce Governance (£2 million over 2 years) and Local Skills (£2.5 million over 2.5 years).

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 2023/24 activities continued to be significantly supported by Sport England.

This grant funding enables CIMSPA to use sector professional standards to provide professional status and professional recognition to the sport and physical activity workforce. This in turn supports them to realise health, wellness, economic and social value benefits, both in their communities and in the wider United Kingdom. The funding also enables our work around evidence-based sector insight, local skills work that meets employer needs and workforce governance projects.

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. They are satisfied that systems and procedures are in place to mitigate exposure to the major risks.

The most significant risks identified by the trustees

- 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 is 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 ways in which the trustees mitigate risk

- Bringing in independent risk and assurance experts to enhance the Audit and Probity Committee and further develop and advise on our processes and procedures
- Regularly reviewing organisational reserve levels taking into consideration new income sources and new organisational strands
- Increasing membership through an enhanced and relevant member value proposition which will help to reduce organisational reliance on funding income
- Looking at new income streams to further reduce reliance on funding income
- Being 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 and Probity Committee, which reports directly to the trustees.

Statement of financial activities

Incorporating income and expenditure account. For the year ended 31 March 2024.

	Year ended 31 March 2024				Year ended 31 March 2023
	Restricted funds	Designated funds	Unrestricted funds	Total funds	Total funds
Income and endowments from:	£	£	£	£	£
Charitable activities	5,998,171	97,007	1,269,174	7,364,353	6,119,070
Other trading activities	-	-	2,966	2,966	831
Investment income	-	-	56,201	56,201	17,116
Other	-	-	50,432	50,432	53,613
Total	5,998,171	97,007	1,378,773	7,473,952	6,190,630
Expenditure on:					
Raising funds	-	-	81,671	81,671	67,042
Charitable activities	5,998,171	227,905	1,389,464	7,615,540	6,121,707
Total	5,998,171	227,905	1,471,135	7,697,212	6,188,749
Net losses/(gains) on investments	-	-	14,033	14,033	(15,482)
Net income/(expenditure)	-	(130,898)	(78,329)	(209,227)	(13,601)
Transfers between funds	-	-	-	-	-
Net movement in funds	-	(130,898)	(78,329)	(209,227)	(13,601)
Reconciliation of funds:					
Total funds brought forward	-	353,774	627,033	980,807	994,408
Total funds carried forward	-	222,876	548,704	771,580	980,807

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

Balance sheet

For the year ended 31 March 2024

	Year ended 31 March 2024		Year ended 31 March 2023	
	£	£	£	£
Fixed assets				
Intangible assets		222,876		353,774
Tangible assets		4,730		4,539
Investments		221,534		207,501
Total fixed assets		449,140		565,814
Current assets				
Stocks	1,546		804	
Debtors	212,975		253,535	
Cash at bank and in hand	1,535,203		2,667,731	
Total current assets	1,749,724		2,922,070	
Creditors:				
Amounts falling due within one year	(1,427,283)		(2,507,077)	
Net current assets		322,440		414,993
Total net assets		771,580		980,807
The funds of the charity:				
Restricted income funds		-		-
Unrestricted designated funds		222,876		353,774
Unrestricted funds		548,704		627,033
Total charity funds		771,580		980,807

Remuneration

Trustees

During the year Marc Woods, Chair, received reimbursement of £8,000 including VAT (2022/23: £8,000 including VAT). No other trustee received any remuneration or other benefits.

Senior Leadership Team

The key leadership personnel of CIMSPA comprise the trustees, the Chief Executive Officer, Chief Strategy Officer, Chief Operating Officer and the Director of Marketing and Communications. The total employee benefits of key leadership personnel for the year were £509,448 (2022/23: £472,750).



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

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