

CIMSPA Board of Trustees Meeting Minutes

Wednesday, 15 May 2024 at Egrove Park, Saïd Business School, Oxford.

In person attendance:	
Marc Woods (MW) (Chair)	Joelle Conway (JC)
Adriano Gaveglia (AG)	Dr Jon Argent (JA)
Jon Drakes (JD)	Manos Kapterian (MK)
Gavin Stewart (GS)	Lorna Brooks (LB)
Tracy Levy (TL)	
Virtual attendance:	
Elena Portas (EP)	
Apologies:	
Donna Fraser	
In attendance:	
Tara Dillon (TD) CEO	Kay Simnett (KS) COO
Sally McGarry (SMc) Executive Assistant	Annette Wade-Clarke (AWC) Director of Marketing and Communications
Hasan Mussa (HM) Head of Governance – virtual	Ritchie Brett (RB) Director of Digital Transformation – virtual
Apologies	
Spencer Moore (SM) CSO	

1. Chair’s welcome and introduction

MW welcomed the Trustees and CIMSPA team to the Board meeting.

As LB, TL and GS were attending their first Board meeting, all gave brief introductions and welcomed the new Trustees.

APPROVED: The Board members ratified the approval of Gavin Stewart and Donna Fraser as Co-Opted Trustees to the CIMSPA Board.

1.1 Apologies and absences

The Chair noted the following apologies: DF.

1.2 1.2 Declarations of interest

There were no declarations of interest amongst the Board of Trustees.

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NOTED: The Chair reminded the Trustees that they are required to exercise independent judgement for the best interests of their role on the Board and should not be perceived to be unduly influenced by external factors in their decision-making. Trustees must update the declaration of interest form and register if their circumstances change or at the annual review.

1.3 1.3 Welfare and Safety

The Board duly noted its responsibilities towards ensuring that the welfare and safety of its members and people (including but not limited to employees, participants and volunteers) are factored into the decisions it makes.

RECEIVED: Prior to the meeting the Safety & Welfare dashboard was distributed to the Trustees. The dashboard shows:

- Staff Monthly Wellbeing Pulse check
- HR Metrics – Staff turnover, 1-2-1s with line managers and sickness absence
- Staff take-up of wellbeing benefits
- External Complaints
- Key actions from the last quarter and planned actions for the next quarter

KS explained that as we are in receipt of public funds from SE, the Sports Governance Code requires us to show set criteria for the annual audit of the welfare of staff.

AGREED: The Trustees agreed that the Safety and Welfare Dashboard was an excellent starting point but will evolve overtime to drill down into the metric of the data.

(1) ACTION: The average tenure of employees to be a metric on the dashboard at the next board meeting.

1.4 1.4 Minutes from the Last Meeting

The meeting minutes, held on 14 February 2024, having been circulated, were taken as read and approved by the Trustees.

1.5 1.5 Matters Arising

The meeting noted that all the actions agreed upon at the previous meeting had either been completed or were being progressed.

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(2) ACTION: CIMSPA acronyms to be distributed to the Board to assist the new Trustees.

An update on the Actions were as follows

Finance

RECEIVED: The draft Year-End Management Accounts and Financial Narrative were distributed to the Board before the meeting.

SUMMARY: A further verbal update from KS on information that was given to the Board in the Financial Narrative :

- Current Financial update as per the Financial Narrative.
- haysmacintyre will be undertaking the external audit in the last two weeks of May.
- To commence with the Training Academy shopfront we are looking to work with Shopify. This will also be the payment gateway for users. As a charity with Trustees, permission needs to be sought from Trustees for their details to be given to Shopify to enable the National Training Academy to pilot the courses from Training Partner Providers (TPPs). Shopify is an e-commerce platform and it provides tools for website building, inventory management and payment processing and requires verification of the Trustees/Directors to set up the Shopify account. The data required is full name, address and DOB.
- One new team member will be joining the Digital Transformation team at the end of May.

The Board members added the following comments:

- Wanted to commend KS and the Finance team on controlling the costs of the business and measures have effectively been put into place.
- Unrelated to the Financial Narrative, as membership is still growing, can we assume that the price increase was absorbed as there were no complaints?
 - TD confirmed that there was only one complaint received and that membership fees had not increased for nine years prior.

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(3) ACTION: RB to provide a statement and explanation as to why Trustees' details are required to set up a Shopify account. CIMSPA Management Accounts

RECEIVED: The CIMSPA Managements Accounts for March 2024 were distributed to the Board before the meeting.

SECTION SUMMARY: Discussed by the Board in Agenda Item 2.

1.6 2.1.1 CIMSPA Financial Narrative

RECEIVED: The CIMSPA Financial Narrative for March 2024 was distributed to the Board before the meeting.

SECTION SUMMARY: Discussed by the Board in Agenda Item 2.

1.7 2.2 CIMSPA Budget 2024/2025

SECTION SUMMARY: Discussed by the Board in Agenda Item 2.

APPROVED: Formal approval of the 2024/25 budget was approved by the Board.

2. Digital Transformation

2.1 3.1 Digital Roadmap

PRESENTATION: RB gave a presentation on Digital Strategy and Roadmap which included:

- The strategy centres on a flexible framework, designed to swiftly adapt to industry shifts and diverse stakeholder needs. It emphasises scalable, modular core services for easy adjustment and integration: Key elements include:
 1. Ability to adapt
 2. Confidence to change
 3. Organised to be flexible
- Below this sits the Technology Standards document which lays out the strategy, principles, protocols and standards that are used when we are engaging with third-party organisations.

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- An outline of when key services and platforms are being launched within the Digital Product Roadmap.
- The Data Flywheel underpins the strategy for data and in turn supports each other. Within the wheel, there is Data Quality, Robust Insights, Innovation, Excellent Experience and Member & Partner Growth. Each feeds into each other and will accelerate the flywheel. For example, the skills business diagnostic tool is in place, so the local delivery team can get out into the sector and start asking all the questions that start to turn that flywheel that start to give us more information about the need from a sector point of view which we can link up to individuals in the sector.
- The delivery model is underpinned by the “5 D’s”.
 1. Discovery – identify the problem, need or opportunity
 2. Definition – define the solution, validate the concept
 3. Design – design the solution, validate the concept
 4. Develop – build/create the product/solution
 5. Deliver – Deploy, launch and manage the product/solution

The Board asked the following:

- When renewing membership, there isn’t an option for a person who is for example a personal trainer but also runs a CIC company, how can people be aligned with employment opportunities from the Careers Hub if they can’t show their qualifications on their membership?
 - TD explained that once Professional Recognition is launched in the Autumn of this year, separate categories will drill down to each area of expertise.
- How are qualifications recognised in Professional recognition?
 - TD confirmed that there is a Professional Standards directory where all qualifications can be cross-checked, no matter how historic they are and it will tell us if they are still relevant.
- Will there be an internal business change for CIMSPA in terms of potentially restructuring departments due to the new delivery model being adopted?

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- RB stated that there has been discussions at SLT to manage internal business changes, including staff upskilling and restructuring, to support the implementation of new technologies and processes.
- is there a robust procurement policy in place?
 - RB advised that the strategy presented at the Board Meeting encompasses improved procurement and supplier management processes and includes strong SLAs ensuring control and management of suppliers. The new MSP has undergone a rigorous procurement process
 - Are tests run on user-originated security issues?
 - RB confirmed that every member of staff regularly goes through cyber training and there are periodic planned simulated phishing tests
- The Course Directory has too many clicks to get to the relevant part of the webpage, what are the plans to remedy this?
 - RB acknowledged the current issues but advised that we are currently engaging with the Training Providers [TP] to provide us with more meaningful data for the directory. The TPs are going to be given tools that they need to provide us with information that then can be inputted correctly into D365 so the information can then be pulled from the Course Directory. It is continually being improved with minor enhancements being done.

4. Marketing and Communications

4.1 Strategy Marcomms update

PRESENTATION: AWC presented the Marketing and Communications Strategy 2024/2025 and asked the Board for their involvement and support. The presentation included the following:

- A need for an interim marketing strategy to move forward with activity while gathering data for a long-term strategy. This involves segmenting activity based on an understanding of member engagement, utilising different voices for messaging, and preparing for a more detailed strategy based on gathered data.
- Development of a 'More Than' campaign to showcase the diverse roles and responsibilities of professionals in the sector, aiming to bust myths and misconceptions.

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This involves creating and distributing campaign materials that highlight the value and complexity of roles beyond their titles.

- Outlined the strategies for recruiting and retaining members.
- The need to deepen brand alignment with partners, moving beyond transactional relationships
- A breakdown of the strategy into relatable stories or narratives, avoiding direct mentions of 'strategy' to engage better with partners and members. This will involve developing zero-knowledge stories and communications pieces that highlight key aspects of the strategy.
- Implementing a phased communications plan for Professional Recognition.

The Trustees commented on the presentation:

- The role of an elected Trustee could be used in communications for career messaging.
 - AWC agreed and that Marcomms have been working with the Youth Panel also.
- The quality difference in social media posts has been noted.
- Are we able to measure the cost of member acquisition and retention?
 - AWC confirmed that once all the links have been enabled in the CRM system, we will be able to analyse each member to see the functional metrics.
- The need to assess the risks associated with the digital infrastructure, particularly to the segmentation and delivery of messages. Identify any potential delays and their impact on communication strategies, and propose mitigation strategies.

(4) ACTION: ALL -The Board is to receive a monthly update from Marcomms in terms of what is coming up in the next month and is to share the content through their social media channels to act as a voice for CIMSPA.

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5. Committee Updates

2.2 5.1 Audit & Probity Committee

JD apprised the following to the Board:

- The Terms of Reference have been approved by the A&P Committee and have been submitted to the Board for their approval (Agenda Item 6.1). JD made the Board aware that there will be an update to the ToR as the Committee are working through the scope for the accountability of the group and once this is done will be brought back to the Board for approval.
- A checklist of responsibilities will be created to align with actions for the year at each Committee meeting.
- The Risk Register has been an extensive working topic in the group. The A&P Committee want the Board to define the Risk Appetite for CIMSPA by the end of the year.
- Specific risks that have been highlighted include the General Election and what this could mean to funding income streams.

2.3 5.2 Membership Committee

MK briefed the Trustees with an update from the last MeC meeting:

- The members of the MeC had an in-depth conversation on the Professional Recognition status.
- Data is getting better from the CRM system, in particular around member renewal and retention.
- Terms of Reference was the main topic of discussion on how it needs to be revised and a lack of clarity of what the Board expects from the MeC.

2.4 4.3 Nomination Committee

SUMMARY: MW noted that the NC had met recently and had predominantly talked about the two new Co-Opted Board members who have been approved in Agenda Item 1.

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2.5 5.4 Disciplinary Committee

JC conveyed that the DC had met twice since the last Board Meeting in February and could provide the following update:

- The first meeting was with HM to explain the new tiered approach for Complaints and Disciplinary. It was also agreed that there will be quarterly review meetings, even if there are no ongoing disciplinaries.
- The second meeting was convened as we had been notified by a member's employer that the member had been convicted and received a criminal conviction. The case was heard with the member and it was concluded not to revoke their membership. However, due to the details that had arisen in the case, a sanction has been put in place due to safeguarding matters and reputational risk.

2.6 5.5 Appeals Committee

JC noted that no appeals have arisen and therefore the AC have not met.

2.7 5.6 Youth Panel

SUMMARY: EP asked for the age of the Youth Panel to be extended from 25 years old (term ending before their 26th birthday) to 26 years old (term ending before their 27th birthday) to help facilitate the next cohort of Youth Panel members to join.

AGREED: It was agreed that the Youth Panel can extend their age limit tenure from 25 years old to 26 years old.

2.8 5.7 PDB

SUMMARY: JA updated the Trustees on the following:

- Good attendance of approximately 30 persons for May Professional Development Board [PDB].
- The Local Skills Accountability Board [LSAB] for Leicestershire and Rutland resulted in a robust discussion from all who attended.
- The PDB was also updated on Professional Recognition and updates on standing strategic items, such as the WFSO, National Sector Partners.

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- Agenda planning and how to get the best out of agenda items is an ongoing issue as there are many important items to discuss.

2.9 5.8 EDI Working Group

SUMMARY: MW informed the Board that there will be a new lead for the EDI Working Group imminently.

6. Governance

2.10 6.1 Policies for review

RECEIVED: Before the Board meeting, the Trustees received the following policies and documents that needed to be reviewed for approval:

- Summary of Proposed Changes 15.05.24
- Audit and Probity Committee Terms of Reference
- Register of Interests Policy
- Reserves Policy
- Diversity and Inclusion Action Plan
- People Plan

It was stipulated that the proposed changes are to strengthen our compliance with Tier Three – A Code for Sports Governance.

APPROVED: The Board approved the above policies/documents with the outlined changes.

6.2 Board OKRs

PRESENTATION: HM informed the meeting that both himself and MW have been working together on a new model to achieve organisational goals at the Board. This presentation included:

- Board effectiveness to be tracked through CIMSPA Strategic goals and how each Board member can contribute towards them.

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- Work with each Board member to plot them against a maturity curve for each of the strategic strands, to ensure an even spread of expertise and understanding across the Board. This will include integrating the Skills Matrix to identify gaps and development areas.

The Board added their comments and questions to the presentation:

- Is there any intention of cascading the OKRs to other committees, if relevant?
 - MW stated that this presentation is to propound how we can measure the Board's ability and it would be useful if the Board can give feedback. HM added that it will be useful for each of the Committee Chair's to see where their members sit with their knowledge of the Strategy and on the maturity curve.
- Once the Board OKRs have been defined and it is the finished article, it would be useful to take the Board OKRs to the Youth Panel and potentially use them for testing the model.
- How do Board members move up the maturity curve?
 - MW anticipated that other strands/departments would join the Board Meeting for Agenda Items just as Marcomms and Digital have done at this Board Meeting.
- As a Model to determine the effectiveness and contribution of Board members, it works, however, how does it replace the OKRS for business performance? There isn't a strand for key results that the organisation needs to deliver.
 - MW evaluated that the most important OKR should be the support of the SLT from Board Members. TD conveyed that it is important to strike a balance between the Board being overtly operational and having strategic oversight whilst governing the organisation.
- BAU is missing from a finance perspective. Milestones could be used to sit under the OKRs to see if they are on track or not over a 15-month visual dashboard.
- Language used by the Board and the Executive team needs to be consistent.
- How do we add value to top-level decisions – it's not just the Board looking at the data but it is around the behaviours and how we operate.

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TD concluded that the reporting received by SLT does include milestones, however there is a need for each of the Strategic Goals/Strands to work within the Risk Register.

(5) ACTION: HM – Board OKRs presentation to be sent to the Board.

(6) ACTION: TD – SLT to have a session on how they get measured against each of the strategic goals/strands.

7. CEO update

2.11 7.1 Workforce Governance

SUMMARY: TD gave an overview of the Workforce Governance (WFG) project. In particular, the challenges and strategies for self-regulation in the sports sector, emphasising the need for a central register for coaches, improving safeguarding policies, and addressing harm prevention and regulation.

PRESENTATION: TD presented to the Board the following information on the WFG project:

- After various scandals and inquiries in the sports sector, SE in 2016, commissioned us to start discussions with NGBs on self-regulation and the creation of a central register for licensed coaches. There is also a need for improved safeguarding policies.
- The discovery phase of the WFG project started last year and we started engaging with NGBs for sport, safeguarding partners, and other relevant organisations to understand their digital capabilities, policies, procedures, and governance models.
- The need to collaborate with NGBs through working groups to create a framework for registering sports coaching. This includes safeguarding leads, workforce leads, legal and insurance groups, and systems partners.
- Different regulatory models such as accreditation, certification, and licensing are being explored to ensure consistent standards and behaviour codes.
- Defining the scope of practice for coaches, safeguarding leads, and welfare officers was highlighted as crucial for effective self-regulation.

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- Other regulatory models from around the world have been looked at and the Canadian Safeguarding model is an example of a staged introduction of safeguarding frameworks.

The Board added:

- What is it that CIMSPA need from the Board and how can we help?
- It is different from setting up the FCA as financial services have regulated firms and activities, whereas in the sport you don't have an easily defined universe of people. Therefore a challenge is how do we get the right people to start with?

(7) ACTION: Board members to contact TD if they want to join a sub-committee group solely to focus on WFG. The subcommittee group will join an internal WFG action group that meets every month for 2 hours. TD will also send out a list of questions out to Board Members regarding the WFG pilot.

(8) ACTION: TD to share the WFG presentation to the Board.

8. Any Other Business

APPROVAL: The Board formally accepted the resignation of Rowena Samarasinhe

(9) ACTION: The Board meeting in July is to be rearranged. A Doodle poll to be sent out to Board members to complete and a new date will be set.

MW thanked everyone for their contribution during the meeting and extended his thanks to the team at CIMSPA.



CIMSPA Board of Trustees Meeting Actions

Next Meeting Dates

Meeting	Date	Time	Location
Board Meeting	TBD	TBD	MS Teams