

Annual Report

2024–2025



Contents

Our vision and purpose	4
A message from our Chair and CEO	5
Governance review	6
Finance	31

Welcome to the 2024-2025 CIMSPA Annual Report

This report covers the period from 1 April 2024 to 31 March 2025.

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Our vision and purpose

CIMSPA is the professional development body for the UK's sport and physical activity sector workforce, 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 past year, the sport and physical activity workforce has continued to play a vital role in tackling some of the most significant challenges facing the UK, from supporting healthier lives and reducing pressure on the NHS, to addressing economic inactivity and creating stronger, more inclusive communities.

At CIMSPA, our priority has been to champion this impact and ensure the sector is recognised as a professional, skilled, and essential part of the national infrastructure. Central to this has been our strategy, [Releasing the Power of our Profession](#), which launched in spring 2024 and is already delivering meaningful change across the workforce.

In April 2025, we published the strategy's first-year [impact report](#), showcasing the early progress of its six key interventions, each focused on strengthening professional recognition and standards, driving collaboration, closing skills gaps, and unlocking greater value for society. The appetite for change across the sector has been clear, with organisations, partners and professionals coming together to create solutions grounded in local priorities and national challenges.

We continue to lead a collaborative, evidence-led approach to shaping workforce development, improving access to high-quality education and training, and building the conditions for long-term, sustainable impact across the workforce.

Thank you for your continued support and shared commitment to growing a recognised, respected and resilient profession.



M Woods

Marc Woods
CIMSPA Chair



T. Dillon

Tara Dillon
CIMSPA CEO

Governance review

Governance review

Welcome to CIMSPA's 2024–25 governance review

As the Chartered professional body for the sport and physical activity workforce, our ambition is to uphold the highest standards of governance and exemplify best-in-class organisational conduct, as we continue to establish a recognised and respected profession across the sector.

CIMSPA is a registered charity, incorporated by Royal Charter and overseen by a Board of Trustees. We operate in full compliance with both the UK Sport and Sport England Code for Sports Governance, as well as the Charity Governance Code.

This governance review reflects our ongoing commitment to openness and accountability. By publishing this report, we provide a transparent benchmark to track our progress on key areas including equality, diversity, and the operation of our boards, panels, and committees.

This review covers the reporting period from 1 April 2024 to 31 March 2025.



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.

This year, for the first time, our Board of Trustees is split in favour of female members, with 56% female and 44% 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.

Appointed Non-Executive Trustees

Our Appointed 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.

Joelle Conway is the 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
Joelle Conway Independent Non-Executive Trustee / Appointed 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)
Jonathan Drakes Independent Non-Executive Trustee / Appointed trustee	15/12/2021	15/12/2021		Disciplinary Committee Chair (until 01/09/2023) Audit and Probity Committee Chair (from 01/09/2023)
Adrian Gaveglia Independent Non-Executive Trustee / Appointed trustee	14/09/2022	14/09/2022		Treasurer Finance Committee Chair (until 14/02/24) Audit and Probity Committee attendee (from 02/02/2024)
Manos Kapterian Independent Non-Executive Trustee / Appointed trustee	22/05/2018	22/05/2021		Senior Independent Director (from 13/12/2023) Membership Committee Chair
Elena Portas Independent Non-Executive Trustee / Appointed trustee	15/12/2021	15/12/2021		Youth Panel Advisor
Rowena Samarasinha Independent Non-Executive Trustee / Appointed trustee	22/05/2018	22/05/2021	15/05/2024	Equality, Diversity and Inclusion Champion (until 15/05/2024) Nominations Committee member (until 15/05/2024)
Dr Jon Argent FCIMSPA (Chartered) Elected trustee	08/09/2018	08/09/2021		UK Workforce Professional Development Board Chair (until 07/09/2024)
Lorna Brooks Elected trustee	14/02/2024	14/02/2024		
Tracy Levy Elected trustee	14/02/2024	14/02/2024		Membership Committee member (from 20/11/2024)
Alicia Wilson Elected trustee	9/18/2024	9/18/2024		
Donna Fraser OBE OLY Co-opted trustee	5/15/2024		2/19/2025	
Gavin Stewart Co-opted trustee	5/15/2024	5/15/2024		

Board attendance:

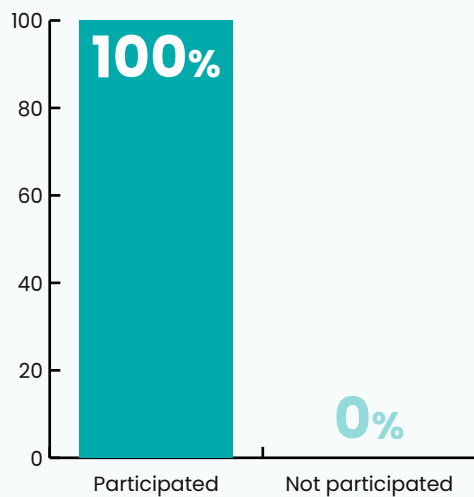
Date of board meeting	15/05/2024	24/07/2024	18/09/2024	11/12/2024	19/02/2025
Adrian Gaveglia	✓	×	✓	✓	✓ (Virtual)
Alicia Wilson	N/A	N/A	N/A	✓	✓ (Virtual)
Dr Jon Argent FCIMSPA (chartered)	✓	✓ (Virtual)	N/A	N/A	N/A
Donna Fraser OBE OLY	×	✓ (Virtual)	✓	×	N/A
Elena Portas	✓ (Virtual)	✓ (Virtual)	×	✓	✓ (Virtual)
Gavin Stewart	✓	✓ (Virtual)	✓	✓	✓ (Virtual)
Joelle Conway	✓	×	✓	✓	✓ (Virtual)
Jonathan Drakes	✓	✓ (Virtual)	×	×	N/A
Lorna Brooks	✓	✓ (Virtual)	✓	✓	✓ (Virtual)
Manos Kapterian	✓	✓ (Virtual)	×	✓	✓ (Virtual)
Marc Woods	✓	✓ (Virtual)	✓	✓	✓ (Virtual)
Rowena Samarasinha	×	N/A	N/A	N/A	N/A
Tracy Levy	✓	✓ (Virtual)	✓	✓	✓ (Virtual)

Key: ✓ Attended
 × Did no attend
 N/A Left baord

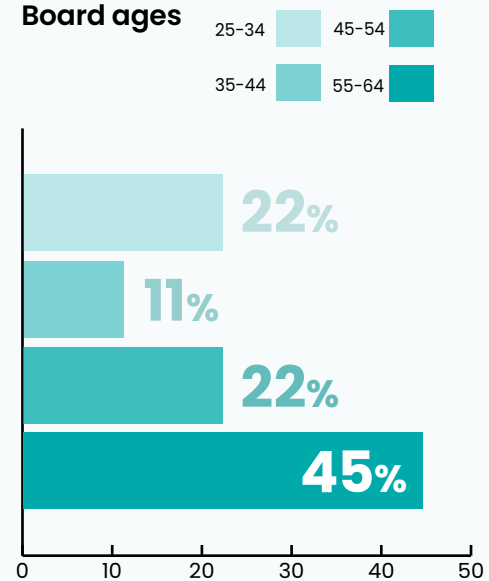
Board diversity:

	Gender	Ethnic minority groups	Disability	LGBTQIA+
National population	51% female 49% male	18.3%	17.8%	3.2%
CIMSPA Board (current)	56% female 44% male	11.1%	11.1%	11.1%

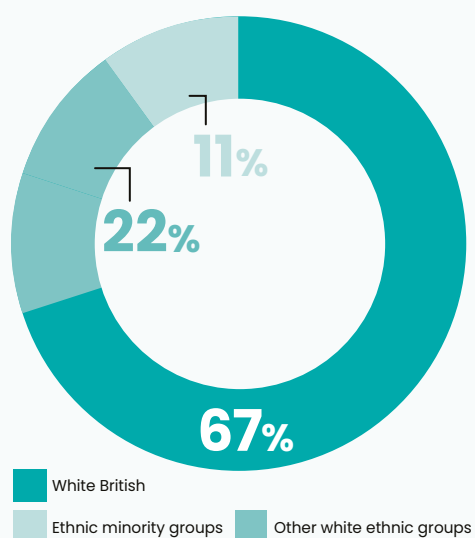
Survey participation rate



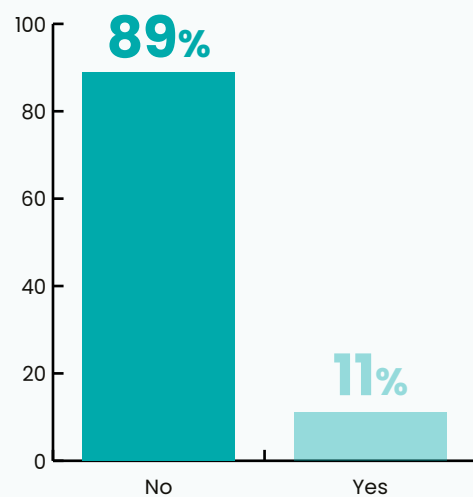
Board ages



Board ethnicity



Disability



Board evolution

Board appointments

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 Board and Committee Member 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
- 5 x Appointed Non-Executive Trustees

Diversity and Inclusion Action Plan

Our Diversity and Inclusion Action Plan (DIAP) has been assessed as 'Good' by independent consultants and confirmed as compliant by Sport England in November 2024.

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.

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:

- People and Culture
- Finance
- Audit and Risk
- Governance and Compliance
- System Interventions
- Business and Commercial
- Digital

We also introduced a board self-evaluation, covering behaviours, culture and processes, including:

- Board role
- Board behaviours
- Chair
- Board meetings
- Board composition
- Trustee self-evaluation

We use the above to assess where our board members might best contribute, for example which sub-committee they lead on. We also use them to identify areas for board development and to focus any trustee recruitment.

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
- Membership Committee
- Nominations Committee
- Sport and Physical Activity Workforce Observatory Advisory Board
- 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, determining whether the grounds for appeal outlined in CIMSPA's Appeals Policy have been met. If this is the case, 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.

Other than the Chair, there are no permanent members of the Appeals Committee. Upon an appeal being raised, the Board of Trustees will nominate Trustees to assume the positions of panel members for the duration of the process.

Highlights of the year

No appeals were heard by the Appeals Committee this year.

Committee composition

- Alicia Wilson (Chair) (from 15.05.25)

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.

Alongside this, committee is responsible for providing challenge and scrutiny with respect to CIMSPA's internal controls, and to the organisation's financial performance and management. As part of this financial oversight, the committee monitors CIMSPA's financial statements and announcements relating to its financial position.

Highlights of the year

Meeting five times this year, the committee carried out a full review of CIMSPA's risk management framework and closely monitored the strategic risks associated with key projects/work areas.

It also oversaw the development of an annual plan for the committee's work and undertook a thorough revision of the committee's Terms of Reference.

"This year the committee has undertaken a significant amount of work to further develop the processes CIMSPA uses to identify, monitor and mitigate strategic risks, building on the strong foundations which were already in place.

Alongside this, the Terms of Reference review and the introduction of an annual plan for the committee have helped to ensure that the committee's role is clearly defined and continues to play a key role in ensuring the exemplary governance of the organisation."

Adrian Gaveglia
Chair

Committee composition

- Adrian Gaveglia (Chair) (from 18.09.24)
- Jonathan Drakes (Chair) (until 18.09.24)
- Dr Jon Argent FCIMSPA (Chartered) (from 18.09.24)
- Paul Neale
- Rowland Omamor MCIMSPA
- Anna Smy
- Darren Ward (until 06.09.24)

Disciplinary Committee

Monitoring the practice of CIMSPA members and partners and the organisation itself, the Disciplinary Committee is key to maintaining a fair and consistent approach to complaints and sanctions. The committee convenes disciplinary panel hearings where needed, and imposes sanctions or other remedial action if required, ensuring the process is impartial and transparent.

Highlights of the year

The committee met once during the reporting year to scrutinise the data relating to complaints and to ensure that CIMSPA's complaints process is being implemented consistently and any common themes are being identified and addressed. In addition, one formal disciplinary panel meeting was held to hear the findings of a complaint investigation.

"The Disciplinary Committee convened as a panel to hear one case during the year, with the panel decision being arrived at in accordance with CIMSPA's policies.

In addition, the committee has begun to meet quarterly to review complaints data. This will enable the committee to better check and challenge the complaints process, ensuring that it is being used consistently and fairly to the benefit of our members, partners and the general public."

Joelle Conway
Chair

Committee composition

- Joelle Conway (Chair)
- Simon Gardner MCIMSPA (Chartered)
- Greg Martin MCIMSPA
- Malcolm Stammers

Membership Committee

The purpose of the Membership Committee is to ensure that the integrity of CIMSPA Membership and Chartered Status is maintained, and that both are of high value to the sport and physical activity sector. The Membership Committee is also the custodian of the chartered process and as such its scope includes ensuring that this process is robust, transparent and consistent.

Highlights of the year

This year the Membership Committee focused on scrutinising the plans for the launch of professional status from a member perspective, providing feedback and challenge. Over the four meetings the committee regularly discussed membership trends, member retention and communication strategies.

The committee also input into the revised Chartered assessment process which was launched during the year, and sampled a number of chartered assessments to ensure consistency and fairness across the applications.

“The Membership Committee remains firmly committed to ensuring that CIMSPA’s work continues to deliver the greatest possible value and impact for both our existing members and those considering joining the Chartered Institute.

We are encouraged by the positive response to the new Chartered assessment process. The revised approach is helping more members to see Chartered status as an attainable and aspirational goal. A clear indication of growing engagement and ambition within our professional community.

On behalf of the Membership Committee, I would like to thank all our members for their continued commitment to professional excellence. We look forward to supporting you in the year ahead.”

Manos Kapterian
Chair

Committee composition

- Manos Kapterian (Chair)
- Shelley Dell MCIMSPA (Chartered)
- Ian Gray FCIMSPA (Chartered)

- Darren Humphry MCIMSPA
- Tracy Levy (from 20.11.24)
- Kate Mills (Youth Panel representative)
- Elise Perraud (until 20.11.24)

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 oversees the recruitment of any new trustees, identifying suitable candidates for appointment.

The committee is also responsible for succession planning for 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

The Nominations Committee met once during the year, but also carried out work outside of the meeting structure. Having identified key skills gaps, two Co-opted Trustees were identified and appointed, and a new Elected Trustee was voted in during the autumn. The committee was instrumental in the review of the skills matrix for the Board of Trustees, and the development of a new Board self-evaluation tool.

“The Nominations Committee has continued with its focus on evolving the board as CIMSPA itself continues to mature.

The skills matrix process has been an essential tool to help us identify the skills, knowledge and experience needed by the Board to steer CIMSPA towards its strategic goals, and we will be using the findings to shape our upcoming trustee recruitment.”

Marc Woods
Chair

Committee composition

- Marc Woods (Chair)
- Steven Gould
- Rowena Samarasinhe (until 15.05.24)

Sport and Physical Activity Workforce Observatory Advisory Board

The overarching purpose of the S&PA Workforce Observatory is to inform workforce planning and development for the UK Sport & Physical Activity Sector providing governance, strategic oversight and ensuring accountability for the sector's workforce and skills agenda. This will be achieved through the establishment of a workforce planning data and information ecosystem that responds to the needs of the stakeholders by informing key decision making.

The S&PA Workforce Observatory Board provides collaborative and balanced governance to the S&PA Workforce Observatory. It has no executive powers other than those specifically delegated in these terms of reference.

Highlights of the year

The foundations of the S+PA Workforce Observatory have firmly been laid this year as we navigate towards an extremely valuable data ecosystem becoming available for researchers to access across the sector.

Following significant input from the sector and academics, we have created the Data Bank Architecture for the Observatory which includes the highest priority questions that we, as a sector want to be able to answer regarding the workforce. This has been a fundamental starting point so that the data we seek to collect and collate is appropriate and valuable and organised in the most meaningful way. As well as highlighting the questions, the architecture details what data points would be valuable, relevant sources and how the data can be harmonised.

In partnership with Cardiff Metropolitan University, we now have an established Data Repository which includes all of the available identified data sources included within the Data Bank Architecture in an environment that is safe, controlled, maintained and is being prepared for researchers to access.

"Chairing the UK Sport & Physical Activity Workforce Observatory has been a rewarding experience, bringing together an expert industry-academic advisory board to transform data into actionable insights for workforce planning and development. Working with CIMSPA colleagues and board members, a robust data and research governance framework has been established, alongside a UK Statistics Authority-endorsed statement of compliance. By embedding principles of trustworthiness, quality, and value, the Observatory has strengthened governance and expanded access to quality data sources to support key workforce research priorities."

Steve Osborne FCIMSPA (Chartered)
Chair

Committee composition

- Steve Osborne FCIMSPA (Chartered) (Chair)
- Vassil Girginov
- Ruth Crabtree
- Louise Morby
- Marc Keech FCIMSPA (Chartered)
- Joanne Hudson
- Richard Williams
- Niall Judge
- Michael Antrobus
- Heather Douglas FCIMSPA (Chartered)
- Matthew Wade
- Laura Larsson
- Darren Brookfield
- Susan Brown
- Laura Quayle
- Georgina Cosma (from 15.05.24)

Workforce professional development boards

The Sport and Physical Activity Sector UK Workforce Professional Development Board (UK 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 committees and specialist expert groups who provide expertise in specific areas.

Highlights of the year

The work of the UK WPDB has been underpinned by six other Workforce Professional Development Boards and Committees, comprising 110 volunteers representing employer, education-provider and policymaker stakeholders.

The Boards and Committees were instrumental in the launch of the Standards for Deployment Policy. Developed in full consultation with the workforce, investors, employers, education and insurance providers, the policy states the approach for developing standards for deployment which will outline the level of learning

and development required for deploying an individual in each occupation within our sector. They also were a key group for consultation and supported the development and refinement of Professional Status. The boards are committed to supporting the implementation of professional status and to driving forward standards championing that the workforce and employers see the higher grades of professional status as the minimum requirement to work in the sector.

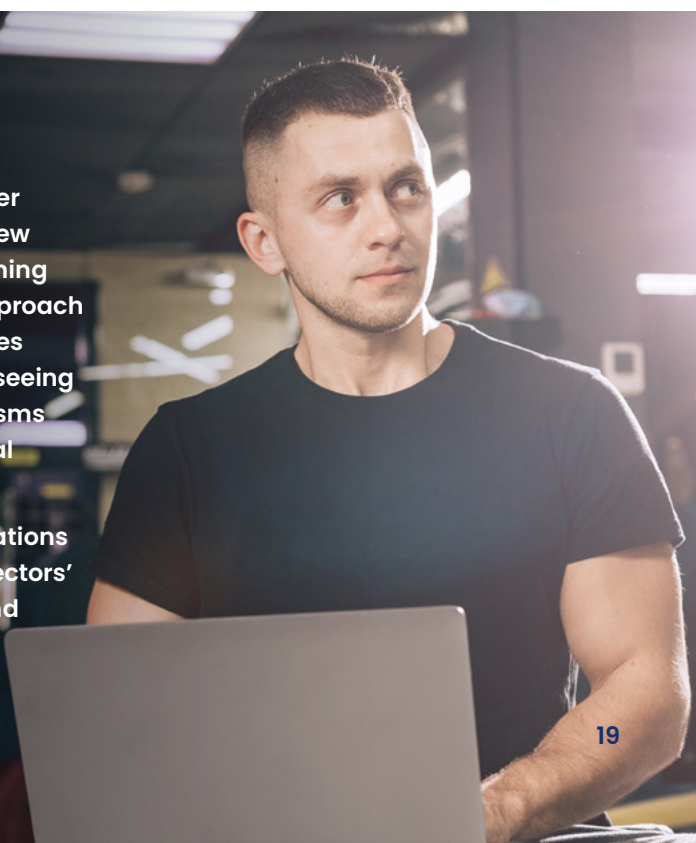
Other key achievements include:

- The review and agreement to move to a new more streamlined governance structure.
- Approval of two new professional standard publications, working inclusively –working with women and girls and working inclusively – working with people with mental health conditions.
- Approval of amendments to 6 existing professional standards and oversight of their review process.
- Approval of 14 standards for deployment evaluations covering all core occupations.
- Approval and support for the trailblazer groups in the review of 3 existing apprenticeship standards with Skills England.
- Promotion, advocacy and support for the development and implementation of the careers hub and training academy.

“As the interim Chairperson of the UK Workforce Professional Development Board, I’m very proud of the work board members have contributed to over the last few years. The board has continued to review and strengthen the governance of workforce planning and development across the sector. Its collegial approach enables a diverse range of organisations and voices to provide a balanced and robust platform for overseeing the endorsement and quality assurance mechanisms that influence the operationalisation of professional standards and standards for deployment.

The board is helping CIMSPA establish solid foundations to promote safe and high-quality practice of the sectors’ professionals that drive so much fantastic work and positive impact on people’s lives.”

Steve Osborne FCIMSPA (Chartered)
Acting Chair



UK WPDB composition

- Steven Osborne FCIMSPA (Chartered) (Vice Chair, Acting Chair from 07.09.24)
- Dr Jon Argent FCIMSPA (Chartered) (Chair until 07.09.24)
- Richard Millard (Vice Chair)
- Catrin Davis (WPDB Wales Chair)
- Chris Emsley (WPDB Wales Acting Chair)
- David McLean MCIMSPA (WPDB Scotland Chair)
- Dr Susan Brown (WPDB Scotland Vice Chair)
- James Buckley MCIMSPA (WPDC Chair)
- Ian Gray FCIMSPA (Chartered) (WPDC Chair)
- Andy Heald FCIMSPA (WPDC Co-Chair)
- Laurie Marsden (from 12.12.24, WPDC Chair)
- Emily Reynolds (WPDC Co-Chair)
- Stuart Armstrong
- Marianne Boyle (shared role with Harriett Jones)
- Heather Douglas FCIMSPA (Chartered)
- Pete Forder
- Kelly Gaffney
- Mark Gannon
- Jack Garner FCIMSPA (Chartered)
- Michelle Hayden FCIMSPA (Chartered)
- Rob Johnson
- Harriett Jones (shared role with Marianne Boyle)
- Niall Judge
- Matt Rhodes (from 01.07.24)
- Dr Emma Ross
- Steve Russell
- Nikki Stewart
- Graeme Sinnott
- Simon Titley
- Matt Wenn

Scotland WPDB composition

- David McLean MCIMSPA (Chair)
- Dr Susan Brown (Vice Chair)
- Ciaran O'Brien MCIMSPA
- Emma Gillies
- Fiona Wernham
- Flora Jackson
- Karen Wernham (until 20.08.24)
- Nichola McLachlan
- Nikki Stewart
- Theresa Campbell
- Tony Penfold FCIMSPA (Chartered)
- Emily Notman
- Scott Urquhart
- Steve Russell
- Giles Lomax (until 20.08.24)
- Colin McCrum (until 20.08.24)
- Olly Driver (until 20.08.24)

Wales WPDB composition

- Catrin Davis (Chair)
- Chris Emsley (Acting Chair from 06.02.25)
- Rob Baynham (Vice Chair)
- Nic Beggs
- Gareth Downey
- Robbie George
- Clare Jefferies FCIMSPA (Chartered)
- Lee Jones (from 13.01.25)
- Mark Jones (from 11.06.24)
- Steph Makuvis
- Rachael Newport
- Steve Osborne FCIMSPA (Chartered)
- Eleanor Ower
- Mike Parry
- Rhian Pearce
- Sian Elizabeth Rees (from 11.06.24)
- Lucy Scott (until 06.02.25)
- Jane Sellwood
- Thomas Sharp
- Stephen Woodfine (from 03.12.24)

Youth Panel

With members aged 16–25, the Youth Panel is responsible for ensuring that the views, needs and potential of young adults are acknowledged and considered across all of CIMSPA's work. The panel acts as a champion of the youth perspective by advising the Board of Trustees, sub-committees and CIMSPA staff on how to ensure CIMSPA maximises its positive impact on young adults.

Highlights of the year

The Youth Panel met twice during the reporting year, contributing valuable insights across key areas. This included enhancing CIMSPA's Youth Panel recruitment process, improving communication between the board and committees and embedding youth perspectives within the local skills plan process.

One panel member served as a regular attendee at Membership Committee meetings, offering youth insight and relaying feedback from the wider panel. The Membership Committee's Terms of Reference now include a Youth Panel member as a non-voting committee member, reflecting the value they place on this contribution.

"This year the Youth Panel identified several new ways to add value to CIMSPA's work. For example, Panel members actively engaged with their respective Skills Hub Managers, attending events together and exploring ways to strengthen the youth voice within local skills boards."

Throughout the year members also took advantage of opportunities to attend events facilitated by CIMSPA and its partner organisations, further amplifying the youth perspective and making the most of the CIMSPA network."

Abishek Sudhakar
Chair

Panel composition

- Abishek Sudhakar (Chair)
- Elena Portas (CIMSPA Board Trustee and Youth Panel Advisor)
- Fran Atkinson
- Jade Featherstone (until 10.05.24)
- Jessica Laidler
- Kate Mills
- Gareth Picken (until 16.02.25)
- Georgia Townsend

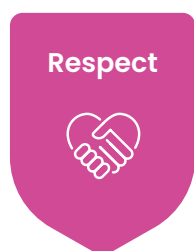




Our people

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



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



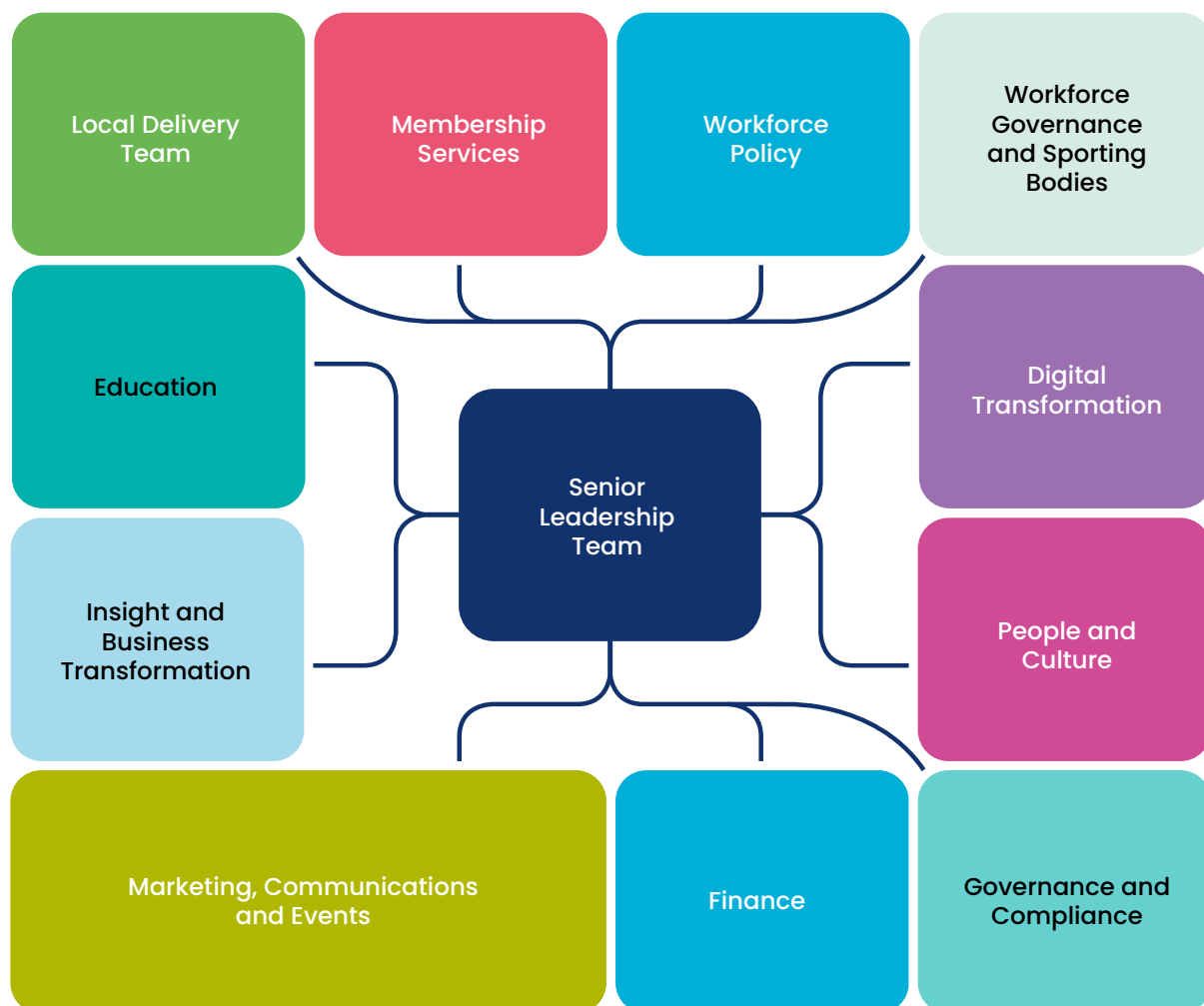
The sector trusts us to lead the way. That's why delivering quality is of the utmost importance, setting high standards for ourselves and our whole sector.



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 had the following structure.



Staff 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 insight to help us drive effective decision-making.

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.

Gender pay gap reporting

At CIMSPA, we believe that transparency and accountability are essential to building a truly inclusive workplace. Although we are not legally required to publish gender or ethnicity pay gap data, we choose to do so as part of our ongoing commitment to equity, diversity, and inclusion.

By voluntarily reporting our pay gap figures, we aim to:

- Highlight areas for improvement, ensuring fair and equitable pay practices across all roles.
- Promote transparency.
- Drive meaningful change, using data to inform our EDI strategy and support inclusive career progression.

We recognise that closing the gender pay gap is not just about numbers, it's about creating a culture where everyone has equal opportunity to thrive. Our commitment extends beyond gender to include ethnicity, disability, LGBTQIA+ inclusion, and other dimensions of diversity.

Together, we are working to build a workplace that reflects the diverse society we serve and empowers every individual to reach their full potential.

All staff: median pay gap

Female	Median 2025	£17.35
Male	Median 2025	£19.00
2025	Gap	8.68%
2024	Gap	6.79%
2023	Gap	6.84%
2022	Gap	5%

Our median hourly pay for men is £19.00, while for women it is £17.35. This results in a median gender pay gap of 8.68%, meaning that women earn approximately 8.68% less than men on a median hourly basis at CIMSPA. The UK average median gender pay gap is 14.3%*, favouring men.

This figure reflects the difference in pay between men and women across the organisation, regardless of role or seniority. It is not a measure of equal pay for equal work, but rather an indicator of broader structural differences such as representation in higher-paying roles or departments.

Monitoring and addressing the gender pay gap is a key part of our commitment to equity, inclusion, and fair opportunity for all employees.

*Source – Office for National Statistics

All staff: mean pay gap

Female	Mean 2025	£20.67 p/h
Male	Mean 2025	£21.32 p/h
2025	Gap	3.04%
2024	Gap	1.23%
2023	Gap	1.11%
2022	Gap	9.52%

The average hourly pay for men is £21.32, while for women it is £20.67. This results in a mean gender pay gap of 3.04%, meaning that on average, women earn 3.04% less than men per hour at CIMSPA. The UK average mean gender pay gap is 13.1%, favouring men.

This figure is calculated using the mean (average) hourly earnings of all male and female employees, and it provides insight into overall pay disparities across the organisation. Unlike the median pay gap, which focuses on the middle point of earnings, the mean can be influenced by very high or low earners and is useful for identifying broader trends.

*Source – Office for National Statistics

Proportion of males and females in each quartile

CIMSPA overall	2025	2025	2024	2024	2023	2023
	Female	Male	Female	Male	Female	Male
	58%	42%	55%	45%	57%	43%
Upper quartile	52%	48%	50%	50%	57%	43%
Upper middle quartile	48%	52%	45%	55%	46%	54%
Lower middle quartile	57%	43%	60%	40%	54%	46%
Lower quartile	76%	24%	65%	35%	69%	31%

This data highlights a concentration of women in lower-paid roles, which contributes to our overall gender pay gap. While the higher presence of women in the upper quartile is encouraging, the data suggests there is still work to be done to ensure equitable representation across all pay levels.

As part of our commitment to equity, diversity, and inclusion, we will continue to monitor these trends and take action to support career progression and development opportunities for all employees, particularly in areas where underrepresentation persists.

Ethnicity pay gap reporting

As part of our voluntary commitment to transparency and equity, we have analysed ethnicity pay and representation across the organisation. While we are not legally required to report this data, however we believe it is essential to understanding and addressing any disparities that may exist. It is important that this is still very much an emerging metric with CIMSPA, and the more datapoints we have over time, the better we will be able to understand and improve on this data.

We are however committed to understanding and addressing disparities in pay and representation. Our voluntary ethnicity pay gap reporting reveals that ethnic minority employees are more represented in the lower pay quartiles.

While we are encouraged by the presence of ethnic minorities in the upper quartile, the absence in the upper middle quartile and the concentration in the lower quartile highlight areas for improvement.

We will continue to use this data to inform our Equity, Diversity & Inclusion strategy, focusing on inclusive recruitment, career development, and progression pathways to ensure fair opportunities for all.

All staff: median pay gap

Ethnically diverse	Median 2025	£15.64 p/h
White	Median 2025	£18.07 p/h
2025	Gap	13.45%
2024	Gap	4.13%
2023	Gap	19.61%
2022	Gap	n/a

All staff: mean pay gap

Ethnically diverse	Mean 2025	£18.73 p/h
White	Mean 2025	£22.31 p/h
2025	Gap	12.11%
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 annual governance review, and something we continue to work on.
- CIMSPA remains ahead of the national average for LGBTQIA+ representation.
- This year the organisation continues to have a higher percentage of female employees than the census.

All staff	Gender	Ethnic minority groups	Disability	LGBTQIA+
National population	51% female 49% male	18.3%	17.8%	3.2%
CIMSPA all staff (current)	58.6% female 38.6% male (2.8% prefer to self-describe)	11.4%	8.6%	11.4%

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)	47.4% female 52.6% male	10.5%	5.3%	10.5%

Staff turnover

2024/25	23%
2023/24	22%
2022/23	24%
2021/22	17%
2020/21	5%

Staff retention

2024/25	80%
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

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 Education and Career Development.

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 fourth year, the programme continues to provide our emerging leaders with formal learning and development to buttress their practical management experience and 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.

Other staff development

As part of our ongoing commitment to fostering an inclusive, respectful, and high-performing workplace, this year we have delivered a series of targeted team training programmes designed to support both individual development and organisational culture:

- **Line Manager Essentials Training**
Delivered to all line managers in post in 2024-25. Equips managers with the core skills and knowledge needed to lead effectively, support their teams, and uphold our values.
- **Neurodiversity Awareness Training**
Builds understanding of neurodiverse conditions and promotes inclusive practices that support neurodivergent colleagues. This training helps create a more accessible and supportive work environment for all.
- **Sexual Harassment Prevention Training**
In line with the October 2024 law update, this training reinforced our zero-tolerance stance on harassment and empowers employees to recognise, prevent, and respond to inappropriate behaviour. It supports our safe and respectful workplace culture.

These opportunities reflect our proactive approach to learning and development, and our commitment to embedding equity, diversity, and inclusion into everyday practice.

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.

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
- Simply Health CashPlan – helping with the costs of eye tests, prescriptions, physiotherapy, dental work and more
- 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 the 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.

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.





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.

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 £104,660 in the year ended 31 March 2025 (31 March 2024: deficit of £209,227). Of this, £112.947 (2023/24: £228.876) 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 was 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 2024/25 activities continued to be significantly supported by Sport England.

This grant funding helps to support investment into improved member services and facilities and sector changing guidance on standards as CIMSPA looks to raise the desirability and professionalism of the industry.

Principal risks and uncertainties

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

We have developed a new process for risk reporting and the Board has agreed on its risk appetite statements around financial risk, operational risk and reputational risk. Through the adoption of the new risk management framework, we have identified the 10 corporate risks that have been placed in one of the three categories. Each risk has a set of mitigations and controls that are monitored quarterly by the SLT, Audit & Probity Committee and the Trustees.

The one risk that currently sits outside of our risk tolerance relates to;

- attainment of sustainable finances, through non funded income streams linking to the ongoing economic factors driven by the challenging economic conditions.

The Trustees mitigate risk in several ways;

- development of a new commercial strategy
- regular pricing and value proposition review
- monitoring of Sport England contract compliance
- increase focus on commercial targets
- business restructure to support better alignment of income streams

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 2025.

	Year ended 31 March 2025				Year ended 31 March 2024
	Restricted funds	Designated funds	Unrestricted funds	Total funds	Total funds
	£	£	£	£	£
Income and endowments from:					
Charitable activities	4,849,663	61,550	1,214,124	6,125,337	7,364,353
Other trading activities	-	-	4,088	4,088	2,966
Investment income	-	-	60,645	60,645	56,201
Other	-	-	81,723	81,723	50,432
Total	4,849,663	61,550	1,360,580	6,271,793	7,473,952
Expenditure on:					
Raising funds	-	-	84,601	84,601	81,671
Charitable activities	4,849,663	171,479	1,270,545	6,291,688	7,615,540
Total	4,849,663	171,479	1,355,146	6,376,288	7,697,212
Net losses/(gains) on investments	-	-	(165)	(165)	14,033
Net income/(expenditure)	-	(109,929)	5,269	(104,660)	(209,227)
Transfers between funds	-	-	-	-	-
Net movement in funds	-	(109,929)	5,269	(104,660)	(209,227)
Reconciliation of funds:					
Total funds brought forward	-	222,876	548,704	771,580	980,807
Total funds carried forward	-	112,947	553,973	666,920	771,580

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 2025

	Year ended 31 March 2025		Year ended 31 March 2024	
	£	£	£	£
Fixed assets				
Intangible assets		112,947		222,876
Tangible assets		5,100		4,730
Investments		221,368		221,534
Total fixed assets		339,415		449,140
Current assets				
Stocks	1,950		1,546	
Debtors	289,665		212,975	
Cash at bank and in hand	1,289,373		1,535,203	
Total current assets	1,580,988		1,749,724	
Creditors:				
Amounts falling due within one year	(1,253,483)		(1,427,283)	
Net current assets		327,505		322,440
Total net assets		666,920		771,580
The funds of the charity:				
Restricted income funds		-		-
Unrestricted designated funds		112,947		222,876
Unrestricted general funds		553,973		548,704
Total charity funds		666,920		771,580

Remuneration

Trustees

During the year Marc Woods, Chair, received reimbursement of £8,000 including VAT (2024/23: £8,000 including VAT). No other trustee received any remuneration or other benefits.

Senior Leadership Team

The key management personnel of the Institute comprise the Trustees, the Chief Executive Officer, Chief Strategy Officer, Chief Operating Officer and Director Marketing and Communications. The total employee benefits of key management personnel of the Institute for the year were £543,101 (2024: £500,448).



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

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