

Board of Trustees Minutes

Attendance

Attendees

Marc Woods (MW) Chair	Adriano Gaveglia (AG)	Tracy Levy (TL)
Alicia Gayle (AGa)	Manos Kapterian (MK)	
Gavin Stewart (GS)	Joelle Conway (JC)	

CIMSPA attendees

Tara Dillon (TD)	Annette Wade Clarke (AWC)	Jane Kracke (JK)
Spencer Moore (SJM)	Hasan Mussa (HM)	
Kay Simnett (KS)	Sally McGarry (SMc)	

Apologies

Lorna Brooks (LB) Elena Portas (EP)

Mentions

Summary of the CIMSPA Board Meeting

The May 2025 CIMSPA Board Meeting focused on strategic updates, financial oversight, and governance developments. Key highlights included the successful completion of the organisational restructure, approval of the 2025 budget, and a comprehensive update on membership data challenges and the development of a new customer success model. The board reviewed and debated the organisation's updated risk appetite statements, agreeing to provide feedback by the end of May. SJM presented a forward-looking strategy centred on professional status and commercial sustainability, while TD provided updates on SE funding and the UK Coaching audit.

1. Chair's welcome and introduction

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

1.1 Apologies and absences

The Chair noted the following apologies: LB & EP.

1.2 Declarations of interest

There were no declarations of interest amongst the Board of Trustees. MW reiterated the importance of declaring conflicts of interest.

NOTED: The Chair reminded Trustees to exercise independent judgment in the best interests of the Board and avoid undue external influence. Trustees must update their declaration of interest form and register if circumstances change or during the annual review. While

all interests should ideally be declared in the form, Trustees were reminded that potential interests may arise during discussions of Agenda items. In such cases, they should declare their interest to the Chair at the earliest opportunity

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.

RECIEVED: Prior to the meeting the Safety & Welfare dashboard for Q4 was distributed to the Trustees.

SUMMARY:

- **Restructure Impact:**

The organisation recently completed a significant restructure. In the last quarter, there were no new appointments, but 21 staff members left the organisation. Of these, 10 were voluntary redundancies, 9 were compulsory, and 2 were resignations.

1.4 Meeting minutes from last meeting

The meeting minutes, held on 19 February 2025, having been circulated, were taken as read and approved by the Trustees.

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.

2. Finance

2.1 CIMSPA management accounts – March/Year-end

RECEIVED: The CIMSPA management accounts (March/Year-end) were distributed prior to the meeting.

SUMMARY:

- **Surplus:** CIMSPA closed the financial year with a small operational surplus of £4,521, compared to a budgeted surplus of £7,294.
- **Amortisation:** Adjustments were made at year-end to reflect software development costs. These are amortised over three years and do not impact the operational surplus.
- **Sport England Grants:** Funds from all three live grants were rolled forward with Sport England's approval and included in the 2025–26 budget.
- **Audit Preparation:** External audit with haysmacintyre begins week commencing 19 May 2025. 99% of audit submissions completed (approx. 180 documents).
- **Q4 Financial Priorities**
 - Balance sheet cleanse completed.
 - Migration to a new cloud-based payroll system.
 - Implementation of salary sacrifice pension scheme.
 - Ongoing collaboration with the digital team to improve system efficiencies.

MW expressed appreciation to KS and the finance team for their work during a challenging period, including the restructure and audit preparation.

Discussion on cybersecurity

- **Operational Risk Appetite:**

The Board reaffirmed that cybersecurity falls under CIMSPA's operational risk category, which has a medium risk appetite. This reflects a willingness to innovate and adopt new technologies while maintaining robust controls to protect data and systems.

2.2 CIMSPA Budget paper 2025–2026

RECEIVED: The CIMSPA budget paper 2025–2026 was distributed to the Board prior to the meeting.

SUMMARY: KS expanded that the budget for 2025–2026 is based on Sport England scenario C that has been previously presented to the Board, assuming:

- Extension of workforce governance funding to November 2025.
- Extension of local skills funding is in progress and currently awaiting SE SLT sign off

Assumptions and Strategy:

- The budget reflects flat “growth” and no price increases related to the transition to professional status.
- Education income was reduced to reflect more conservative expectations.
- Only three live grants are included: Systems Partner, Local Workforce, and Local Skills.

De-risking Approach:

TD explained that the budget was deliberately de-risked due to external uncertainties, including:

- The upcoming Comprehensive Spending Review (CSR) which could affect SE.
- The Arm’s Length Body (ALB) review.
- Potential restructuring of DCMS.

The aim was to maintain financial stability and avoid overcommitting in an unpredictable funding environment.

Training Academy Revenue:

- MK and AG questioned the low income forecast for the Training Academy.
- TD clarified that the Training Academy is a long-term enabler, not a short-term revenue generator.
- The Training Academy’s role is to support professional status progression.

Professional Status Transition:

- The Board discussed the commercial impact of transitioning to professional status.

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- TD confirmed that a commercial plan is in development and will be shared in future meetings.
- The strategy includes encouraging members to progress through professional tiers.

AGREED: Despite the cautious outlook, the Board unanimously approved the budget.

KS noted that a full commentary was not included due to time constraints but had prioritised delivering the budget for approval.

3. Risk update

3.1 Risk statements and risk cards

RECEIVED: The Board received a presentation, which included risk appetite statements and example risk cards, prior to the meeting.

SUMMARY: SJM and HM gave further details to the Board on CIMSPA's updated risk appetite statements and risk management framework.

Risk Appetite Statements

The Trustees were asked to review and approve CIMSPA's updated risk appetite statements, which define the level of risk the organisation is willing to accept in pursuit of its strategic objectives.

- **Categories and Appetite Levels:**
 - Overall Risk Appetite: Medium
 - Financial Risk Appetite: Medium
 - Reputational Risk Appetite: Low
 - Operational Risk Appetite: Medium
- The medium appetite for financial and operational risks reflects CIMSPA's need to innovate and grow while maintaining control.
- The low appetite for reputational risk aligns with CIMSPA's status as a chartered professional body and its commitment to public trust and governance standards.

Discussion Points:

- GS and other Trustees challenged whether the organisation's actual tolerance for risk aligns with the stated appetite, especially in high-likelihood scenarios.
- JC questioned whether a medium financial risk appetite might concern funders like SE. It was clarified that SE does not require sign-off on CIMSPA's risk appetite.
- AG encouraged the board to consider whether CIMSPA should adopt a higher appetite in areas like funding diversification, given the competitive landscape.

Risk Management Framework

HM introduced a new 16-box risk matrix (likelihood × impact) to replace the previous 25-box model and further elaborated:

- Risks are categorised as Financial, Operational, or Reputational.
- Each risk is scored based on inherent and residual risk, with clear rationales and data sources required for each.
- Controls (to reduce likelihood) and mitigations (to reduce impact) are documented for each risk.
- A new set of "risk cards" has been developed for each of the 10 core risks, providing detailed descriptions, scoring, controls, and operational outputs.
- **Governance and Oversight:**
 - Risks scoring 1–8 are managed by SMT; scores 9+ are escalated to SLT.
 - SLT reviews all risks quarterly and before each board meeting.
 - The Board requested that reporting mechanisms explicitly include how risks are shared with trustees.
- **Integration with Strategy:**
 - Risk management is now embedded into CIMSPA's broader performance framework, including the new Theory of Change model.
 - Risk is no longer treated as a standalone process but is integrated into project planning, reporting, and strategic delivery.

Discussion Points:

- Trustees praised the clarity and maturity of the new framework.

- Concerns were raised about:
 - Ensuring controls are strong enough to reduce risk scores meaningfully.
 - Avoiding optimism bias in scoring.
 - Ensuring risks are regularly reviewed and updated (e.g. cyber risk).

AGREED: To review the risk appetite statements and provide feedback by end of May once the A&P Committee have convened and reviewed the robustness of the framework and provided feedback to the Board.

4. Strategy update

4.1 Strategy milestones

4.2 Training Academy update

4.3 Career Hub update

RECEIVED: The Board received the CIMSPA strategy – update and impact report, April 2025, prior to the meeting.

SUMMARY: SJM asked the Board if they had any questions on the impact report which is a comprehensive update on CIMSPA's strategic objective, reflecting on the first full year implementation. SJM further presented slides to give updates on agenda items 4.1, 4.2 and 4.3, concurrently.

- The Board were reminded that the strategy originally included six strategic outcomes, which have now been refined to four core outcomes through the adoption of a Theory of Change model:
 1. Professional Recognition – Ensuring people in the sector are recognised at a societal level.
 2. Workforce Diversity – Addressing demographic imbalances in the sector.
 3. Organisational Resilience – Supporting organisations (including sole traders) to be more adaptable and sustainable.
 4. Education System Alignment – Ensuring the education system is fit for purpose and supports lifelong careers.

Theory of Change Implementation

- The Theory of Change model is being embedded across the organisation to:
 - To underpin CIMSPA's strategic delivery.
 - The model reframes strategic objectives into problem statements, which are then validated with data and addressed through targeted interventions.
 - Track impact using measurable outcomes and data.
- This approach is designed to ensure that CIMSPA's work is focused, evidence-based, and aligned with strategic goals.
- A session will be arranged for the Board to explore the Theory of Change framework in more detail.

Strategic Reflections

- The Board discussed the importance of sequencing and interdependencies between strategic initiatives.
- It was acknowledged that some initiatives (e.g. Training Academy) were launched before the supporting infrastructure (e.g. professional status) was fully in place.
- The SLT has since refined its internal processes to ensure that new initiatives are assessed for strategic alignment and impact before launch.

Professional status and recognition

- **Strategic Priority:** The Board reaffirmed that CIMSPA's primary strategic goal is to ensure that individuals in the sector are professionally recognised at a societal level. This is the central pillar of the organisation's strategy.
- **Professional Status Launch:**
 - The launch is scheduled for September 2025.
 - It will introduce a clear career pathway for every occupation in the sector—from student to advanced chartered member.
 - The pathway is supported by a full set of rules, policies, and digital accreditation, including digital badges to mark progression.

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- **Cultural Shift:** CIMSPA is transitioning from “membership” to focusing on career journeys and professional status. This shift is intended to increase the value proposition for members and align with sector needs.
- **Insurance and Scope of Practice:** As members progress through professional status levels, their scope of practice expands, which should be reflected in insurance offerings. CIMSPA is working behind the scenes to align professional status with insurance and earnings potential, enhancing the practical value of progression.
- **Board Reflections:**
 - The Board supported the direction and acknowledged the 10-year journey to reach this point.
 - There was recognition that this shift will require strong communication and engagement to ensure members understand the benefits and pathways.
 - TL raised a concern about members with unendorsed qualifications. SJM confirmed that mechanisms are in place to support their inclusion.

Training Academy

- The Training Academy is positioned as a key enabler of CIMSPA’s strategy, particularly in supporting professional status progression.
- It is not intended to be a major income generator but rather a mechanism to ensure access to high-quality, relevant training that aligns with career development pathways.

Current Status

- CIMSPA now has over 100 three-star Training Academy providers.
- A comprehensive quality assurance process has been implemented to ensure consistency and credibility across providers.

Training Gaps Identified

- The audit of training provision revealed:
 - An oversupply of personal training (PT) courses.
 - A shortage of training in areas such as long-term medical conditions and working with people from diverse backgrounds.
- These insights are being used to target new training development and partnerships.

Strategic Learning

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- The Board acknowledged that the Training Academy was launched before professional status, which created confusion in the market.
- Going forward, the Training Academy will be more tightly integrated with the professional status framework to ensure relevance and uptake.

Future Focus

- The Academy will support:
 - Progression through professional status tiers.
 - Access to subsidised training via local skills plans and DWP partnerships.
 - Flexible learning formats (online, in-person, hybrid) to meet diverse learner needs.

Career Hub

- **Overview:**

The Career Hub is CIMSPA's central value proposition and a key enabler of professional status progression. It integrates:

- Job listings
- Training opportunities
- Membership pathways

- **Launch and Development:**

- The Career Hub was launched earlier in 2025 and is already being used in schools, colleges, and universities.
- It will soon be introduced to 30,000 DWP career advisors to promote the sector as a viable career path.
- This partnership with the DWP is part of a broader effort to raise the profile of the sector and improve access to employment and training opportunities.

- **Functionality and Future Plans:**

- By December 2025, the Hub will offer personalised career mapping:
 - Users can input their current role and aspirations.
 - The Hub will recommend training, qualifications, and membership upgrades.
 - It will link to endorsed training providers and job opportunities.
 - The Hub is designed to drive individuals through professional status by guiding them to the right training and membership level.

- **Strategic Role:**

- The Career Hub is described as the “flywheel” of CIMSPA’s business model.
- It connects all elements of the strategy—training, jobs, and membership—into a seamless user experience.
- It is expected to be the primary landing page for new and existing members.

- **Board discussion:**

- The Board praised the Hub’s potential to transform member engagement.
- Highlighted the importance of practical, face-to-face training alongside online learning.
- The Board agreed that the Hub must ensure affordability, accessibility, and relevance of training.
- The Board discussed how local skills plans and DWP collaboration are helping to unlock devolved funding for training.

SJM finished the strategy update by pre-empting the Trustees that the next 12 months will be extremely busy and there will be several decisions that will need to be agreed.

Workforce Governance Project

- SJM confirmed that CIMSPA will submit the final draft of its recommendations for the WFG Project to SE.
- A key recommendation is the establishment of a National Register for the sector, to be managed by an independent regulatory body.
- A SWOT analysis is being developed to assess the implications of CIMSPA taking on this role, including:
 - Reputational and financial risks.
 - Strategic alignment with CIMSPA’s mission.
 - The impact of declining the opportunity.

Next Steps

The Board will be asked to consider the regulatory implications of the WFG Project in more detail at a future meeting to discuss the structural and governance changes required if CIMSPA assumes a regulatory role.

The Board expressed support for the direction of travel and welcomed the clarity provided by the Theory of Change model.

5. CEO update

5.1 CEO update paper and operational update

RECEIVED: The Board received the CEO update paper prior to the meeting.

SUMMARY: TD invited AWC to update the Board on membership figures:

Discussions:

- AWC provided a comprehensive update on the current state of membership reporting and strategic developments. She acknowledged ongoing challenges in accurately reporting membership performance, citing technical limitations, skill set gaps, and legacy categorisation issues. A full end-to-end data cleanse has been completed to improve data integrity and confidence.
- AWC emphasised the importance of segmentation to better understand and serve different member groups. This will support a more tailored value proposition and communication strategy. She also highlighted the need to improve retention, noting that the current churn rate is high. The team is implementing a new customer success model to address this, focusing on member engagement, lifetime value, and progression through membership categories.
- The Board discussed the need for clearer metrics and reporting, with JC and TL raising questions about the value proposition for members, especially self-employed professionals. AWC confirmed that a more robust reporting mechanism will be in place within six months, enabling better forecasting and strategic planning.
- **Decisions:**
- The Board acknowledged the challenges and supported the direction of the membership strategy.

- It was agreed that clearer metrics and segmentation data would be essential for future reporting and decision-making.

TD also noted that the CEO report format would evolve to align with the new integrated reporting framework being developed by the SLT, including risk and impact reporting.

The Board acknowledged the updates and supported the direction of travel.

6. Committee updates

6.1 Audit and Probit Committee

The A&P meeting was due to be held on 2 May but has been rescheduled to 14 May. No update given.

6.2 Membership Committee

The next MeC meeting is due to take place on 13 May. No update given.

6.3 Nomination Committee

SUMMARY: MW provided a verbal update on the Nomination Committee, noting that recruitment is underway for five new trustees. Trustees were encouraged to share the recruitment campaign on LinkedIn and within their networks. The board discussed the importance of diversity and skills alignment in the new appointments.

APPROVED: The Board of Trustees ratified the resignation of Elena Portas and thanked her for her time on the Board.

NOTED: The Board noted that GS's term as a co-opted Board member will conclude in November; therefore, his final Board meeting will be in September. It was further acknowledged that this meeting in September will be the final one chaired by MW, who will be stepping down from his role..

6.4 Disciplinary Committee

RECEIVED: JC provided a paper for note on the Disciplinary Committee's activities and informed the Board that there are no major issues to report.

No questions on the paper were raised by the Trustees.

6.5 Appeals Committee

No meeting was held; therefore, no update was provided.

6.6 Youth Panel

No meeting was held; therefore, no update was provided.

6.7 PDB

SUMMARY: SJM provided a paper for note on the PDB activities. Which includes how the PDB and the PDCs will be restructured.

APPROVED: Steve Osbourne was approved by the Board to continue as interim Chair of the Professional Development Board

6.8 EDI working group

SUMMARY: No meeting was held; therefore, no update was provided.

7. Governance

7.1 Policies for review

SECTION SUMMARY: The Board was notified in advance that there were no policies for review for this meeting.

JK joined the meeting to present the Trustees the CIMSPA Board Annual Plan.

- JK introduced a document outlining the board's annual plan, which includes standing items, annual or biennial items, and items discussed as necessary. The plan aims to ensure the board fulfils its roles and responsibilities effectively.
- JK explained the activity column, which articulates the board's role within each agenda item, specifying whether the board is expected to approve, scrutinise, or ask questions.

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- The plan maps agenda items to the board's terms of reference, ensuring that all roles and responsibilities are covered over the course of the year.
- JK requested feedback from the board on the activity column and the overall plan to ensure it accurately reflects their roles and responsibilities.

8. AOB

MW invited any other business. No additional items were raised.

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