



# INTERIM DIVERSITY AND INCLUSION ACTION PLAN

December 2025 to September 2026

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Please note: for a full overview of our approach to Diversity and Inclusion, please see our original Diversity and Inclusion Action Plan, which can be found here: <https://www.cimspa.co.uk/wp-content/uploads/2025/07/Diversity-and-Inclusion-Action-Plan-April-24.pdf>

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# Where are we now?

## Our approach to Equality, Diversity and Inclusion

In December 2022, CIMSPA's Board of Trustees, the EDI Working Group (see below) and the Senior Leadership Team agreed to the following statement of commitment:

**“CIMSPA recognises and values people's uniqueness and our intention is for everyone to be provided with the equal opportunity to be able to thrive and reach their full potential. We listen and understand people's individual views and lived experiences, so that we can help shape and drive the sector's workforce to have a measurable positive impact on lives and communities across the sport and physical activity sector.”**

As stated in our full DIAP, our EDI ambition is a 'golden thread' throughout our strategy. Just as EDI is interwoven across our work, so we believe that EDI should be interwoven throughout the roles of everyone at CIMSPA.

Ultimate responsibility for EDI, as with all other elements of the business, sits with our Board of Trustees, and their statement of commitment is published on our website. We have a Board Equality, Diversity and Inclusion Champion role to support this work, usually held by an Independent Trustee. This role acts as an advocate for CIMSPA's compliance with its obligations under equality legislation and the Institute's commitment to treating people equally and fairly. They also support CIMSPA's commitment to the promotion and maintenance of an inclusive and supportive environment which is free from discrimination, and that all stakeholders can expect to experience when engaging with CIMSPA. They are responsible for ensuring that EDI considerations are taken into account in all discussions and decisions of the Board.

The strategic leadership of EDI is facilitated by an EDI Working Group comprising of the Board Chair, Board EDI Champion, Senior Independent Director, Chief Executive Officer and Chief Strategy Officer. This group meets as required to provide direction and scrutiny of CIMSPA's EDI work.

The Senior Leadership Team are responsible for ensuring that EDI is built into all areas of the business, not just in planning but also in practice. The Chief Strategy Officer, who is a member of the Senior Leadership Team and the EDI Working Group, manages the People and Culture team and the Governance and Compliance Team.

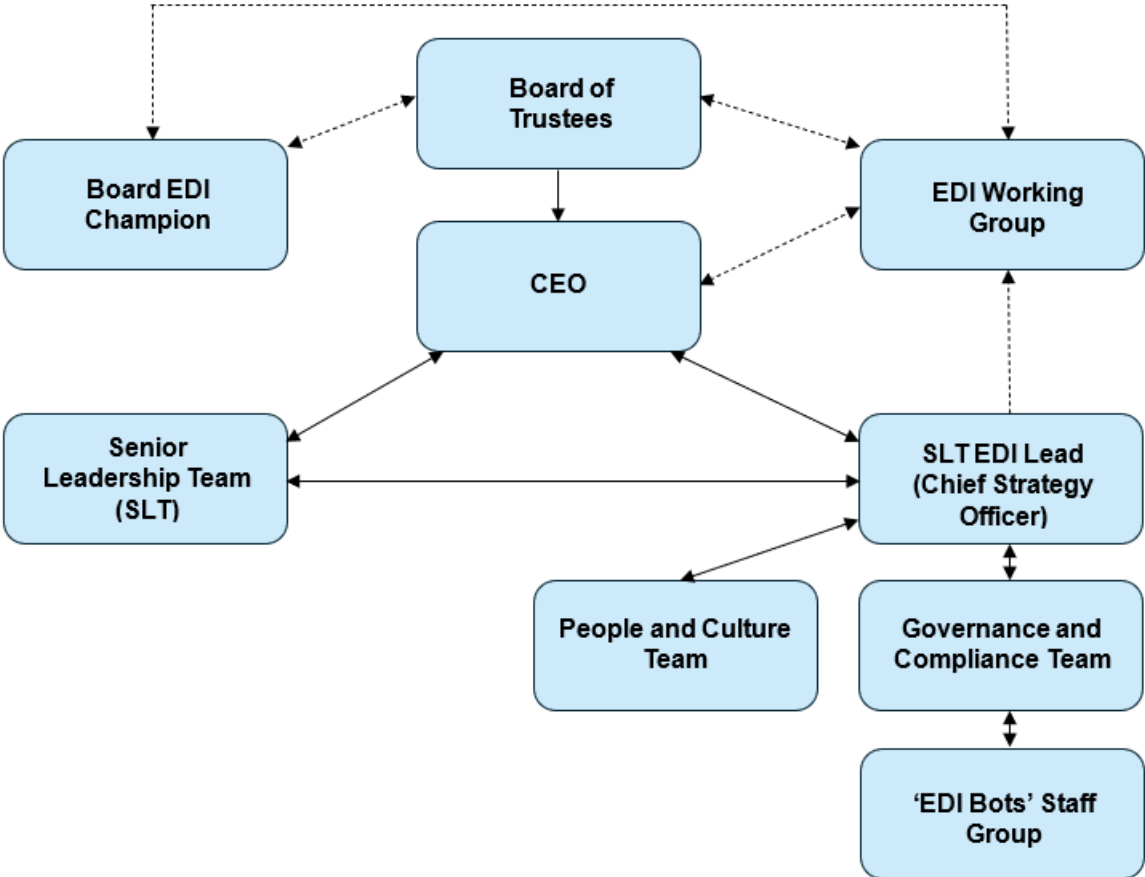
From a compliance perspective, the People and Culture team ensure that all relevant policies and procedures comply with relevant legislation, including the Equality Act 2010. They are also responsible for identifying and addressing EDI training needs for the organisation, including training for hiring managers and others involved in recruitment. However, having a

strong EDI ethos goes so much further than simply complying with the law and ensuring that no employees or potential employees are discriminated against due to a protect characteristic.

Our broader EDI work is supported by the ‘EDI Bots’, a cross-departmental staff group who act as advocates for EDI. The purpose of this group is “to act as advocates who will challenge, inform and take action to initiate change towards a working environment where diversity of thought is the norm, equitable culture allows everyone to grow and everyone has the opportunity to be authentically themselves”. This group is responsible for developing and maintaining the actions within the DIAP, ensuring they lead to the achievement of our ED&I objectives.

The Governance and Compliance Team are responsible for ensuring that the EDI Bots Staff Group (see below) works effectively and for ensuring that the individual actions in the DIAP are carried out and impact is measured.

CIMSPA’s EDI leadership is illustrated in the diagram below:



Ultimately our biggest challenge has been, and continues to be, ensuring that our EDI work leads to permanent, meaningful change rather than short-term, short-lived actions. We believe that the above structure, encompassing as it does the breadth of the organisation, will enable us to make this positive difference and give all of CIMSPA’s people a role to play in making this happen.

## Highlights from the past 18 months

Between April 2024 and September 2025, CIMSPA has undertaken various actions beyond our standard practices to improve our diversity and inclusivity, including:

- Creating an EDI section on the staff intranet, providing staff with relevant resources and information.
- Establishing a 'Breaking Barriers – EDI' channel on Slack (our internal communications platform) sharing EDI-related news stories, research, etc. Posts are scheduled by the EDI-Bots for key religious dates, e.g. Diwali, Lunar New Year etc.
- Organising a programme of staff activities for Black History Month and LGBT+ History Month, including weekly posts on Slack re prominent figures and film recommendations, staff quizzes, a Black History Month all-staff session and an African / Caribbean lunch provided for staff in the office. Additionally, staff were invited to take part in a full day's fast and to break fast together to celebrate Ramadhaan.
- Giving all staff the opportunity to input into a 'culture deck' which was then used to update our Staff Handbook and induction process
- Introducing a new quarterly staff 'pulse' survey, including culture-related questions. 86% of staff completed the first survey
- Requiring all staff to complete EDI training on our new training platform by 01.09.25. 15 staff completed Neurodiversity training (invitation only), a Business Disability Forum meeting was attended by line managers and SLT and the Chief Operating Officer and Head of People and Culture attended the Include Summit
- Redesigning our job descriptions to be more accessible, and an EDI survey is sent to every applicant. All recruitment is anonymised through our recruitment platform
- The EDI Working Group has met twice, focusing on being visible in the sector, and on how to be bold within the EDI space.
- Continuing to offer hybrid working and providing all staff with a home office set-up grant, meaning staff don't feel pressured to come into the office every day, and that they have the right equipment to work effectively at home, including if they have additional needs.
- Publishing numerous articles on our website and through our social media channels focusing on EDI good practice from our partners, and an EDI section is included on our recently-launched Careers Hub
- Producing our Vision for the Welsh Sport and Physical Activity Workforce, and the accompanying introductory video, in English and Welsh
- Delivering webinars to members and partners on topics such as 'Working with Culturally and Ethnically Diverse Communities', 'Female Health and Performance 101' and 'Physical Activity's Role in Mental Illness Prevention and Treatment'. During the reporting period, our EDI-related workshops were attended live by an average of 102 people, and many more have accessed the recordings.



- Completing the Inclusivity Skills project, which provided digital training and resources to our ReTrain to ReTain members who wished to become inclusive practitioners. 74% of participants were female, 67% lived in the most deprived areas (LSEG 1-6)
- Publishing eight Local Skills Plans, with four at the design stage and nine in development. All have prioritised having a representative and inclusive workforce. These plans identify local workforce priorities for the sport and physical activity sector, and align to wider cross-sector skills plans.
- Delivering our 2025 conference with Inclusive Participation as one of the key themes. Over 300 delegates heard from speakers such as Sport for Confidence, who use movement to help people living with long-term conditions, Wellness Warriors, who work with those in addiction recovery and Leicester City in the Community, who are breaking down barriers and building futures in communities that too often feel overlooked.
- Working in partnership with the Department for Work and Pensions (DWP) to deliver the first Sport and Physical Activity Employability Academy pilot. Targeting those who are unemployed, the pilot in Scotland saw 30 individuals receive pre-employment training and 20 progress onto a sport and physical activity qualification. 13 have completed their qualification and two more are due to complete shortly. Currently, 65% of the cohort have been offered employment through the project.

# What is our current situation?

CIMSPA analyses the diversity of our staff team and Board of Trustees on an annual basis. We also analyse recruitment data for staff and Trustees, as well as carrying out regular staff surveys. Although we are not required to by law, we believe in being fully transparent and therefore publish our Gender Pay Gap report within our annual report, as well as being one of the few organisations to calculate and report on our Ethnicity Pay Gap.

The key findings are shown below:

### Board of Trustees Demographics

Our Board of Trustees has improved it's female representation from 16.7% (2023) to 55.6%, compared to 51% of the population. 11.1% of trustees identify as LGBTQIA+, compared to 0% in 2023 and 3.5% of the population.

However, our Board has significantly less trustees from ethnic minority groups (11.1%) compared to 2023 (16.7%) or the national population (18.1%)

11.1% of trustees have a disability compared to 17.7% of the population and 16.7% in 2023.

We now have 22.2% of trustees aged 25-34 (0% in 2023), and 55.5% are aged 54 or younger, whereas the average national age of trustees is 55-64 with 51% being retired (2017 Charity Commission figures).

*Information collected March 2025*

### Staff Demographics – All Staff

The staff team has higher female representation compared to the national population (58.6% compared to 51%, 51.6% in 2023). 11.4% of staff identify as LGBTQIA+ compared to 9.5% of staff in 2023 and 3.5% of the population

However, as with the Board, there are significantly less people from ethnic minority groups working for CIMSPA compared to the population (11.4% v 18.1%, 12.7% in 2023).

Only 8.6% of staff have a disability compared to 14.2% in 2023 and 17.7% nationally.

42.2% of staff are aged 25-34, with 25.7% being aged 35-44.

47.1% of the workforce have caring responsibilities, with 69.7% of these carers being female (compared to 41.2% and 61.5% in 2023).

*Information collected March 2025*

### Participation in the Surveys

Participation has increased, with 100% of trustees and 86.4% of staff completing the diversity survey. completed the Board Diversity survey, compared to 60% and 80% in 2023

### Gender and Ethnicity Pay Gap Reporting

Based on median hourly earnings, CIMSPA has a gender pay gap of 8.68% (compared to 14.3% nationally and 6.84% in 2023) and an ethnicity pay gap of 13.45% (compared to 19.61% in 2023)

However, although there are pay gaps there are no equal pay issues (when someone is paid less for doing the same job or work of equal value due to their gender or any other protected characteristics). The gender pay gap within CIMSPA is mainly due to vertical segregation, i.e. males occupying more of the senior roles than females. The ethnicity pay gap is due to white employees occupying more senior roles than ethnically diverse employees.

*Information collected March 2025*

### Staff Demographics - Leadership

CIMSPA has a Senior Leadership Team (SLT) supported by a Strategic Delivery Group (SDG).

The SLT has higher representation than the staff team as a whole for females (62.5% v 58.6%) and for those who identify as LGBTQIA+ (25% v 11.4%).

However, the SDG has lower representation than the staff team (females 35%, LGBTQIA+ 0%).

The SDG has a higher proportion of ethnically diverse members than the staff team (18.2% v 11.4%). However, there are no ethnically diverse members of SLT and neither SDG or SLT have any members with a disability

*Information collected March 2025*

*National population statistics have been taken from the 2021 census.*

### Job Applicants

Looking at the recruitment data for our most recent paid and voluntary vacancies:

35.9% of applicants for paid roles and 42.9% for voluntary roles were female, compared to 51% of the population. 10.4% of candidates for paid roles and 11.5% for voluntary roles had a disability compared to 17.7% of the population, although this is an improvement on our 2023 figure of 3.8%.

20.3% of applicants for paid roles and 27.6% for voluntary roles were ethnically diverse, compared to 18% of the population. 5.1% of applicants for paid roles, and 3.6% for voluntary roles identify as LGBTQ+ compared to 3.5% of the population, although our 2023 figure of 19.2%

*Information collected November 2025*



# Our Equality, Diversity and Inclusion Objectives

The above shows that, despite the work we've done so far, there are still many areas we can improve to ensure that we are a fully diverse and inclusive organisation. We also know that we need to continue learning as an organisation and as individuals, even in the areas where we know we are strongest.

Having analysed our current situation and our ambition, we have identified three key themes where we need to focus our efforts:

**Our Culture** - how it feels to work or volunteer at CIMSPA; how inclusive and supportive we are.

**Our Diversity** – the diversity of our People, including the staff team, Trustees, board and committee members and anyone else who works for CIMSPA on a paid or voluntary basis.

**Our Influence** – how we can improve the equality, diversity and inclusivity of the sector.

These themes have been translated into three key objectives, which underpin our interim Action Plan:

## Objectives

- **Our Culture** To ensure everyone at CIMSPA feels proud of our inclusive culture and actively contributes towards maintaining this. Each individual will feel valued for what they bring to the organisation and knows they will be supported to learn, grow and progress.
- **Our Diversity** To increase our diversity to ensure the demographic of our People fully represents the society we serve.
- **Our Influence** To use our position as the chartered institute to cascade excellent EDI practices across the sector. To achieve this our initial objective is to ensure partners, stakeholders and the wider sector understand CIMSPA's commitment to EDI and identify us as an exemplary inclusive employer.

We know we can't achieve these objectives in isolation, and we will therefore continue to make use of external expertise within and beyond the sector, working in partnership with specialist EDI organisations and individuals wherever necessary, and learning from good practice elsewhere.

# Action Plan

We are conscious that we need to strike a balance between identifying actions which are suitably ambitious and will have demonstrable impact, while also being confident that we can deliver on what we've committed to. We also recognise that it takes time to embed permanent, positive change within any organisation. With this in mind, we have identified the following actions for the period to September 2026. These will build on our existing good practice and set us firmly on our way to achieving our objectives and overall 2030 ambition .

Strategic Objective	Actions	Timescale	Responsibility	Current Situation (as at 31.08.25)	Key Result (by 30.06.26)
<b>Our Culture:</b> To ensure everyone at CIMSPA feels proud of our inclusive culture and actively contributes towards maintaining this. Each individual will feel valued for what they bring to the organisation and knows they will be supported to learn, grow and progress.	Continue to keep the EDI section on CIMSPA-net (intranet) updated, providing staff with relevant resources, information and examples of good practice related to EDI	Ongoing	EDI Bots	EDI section launched	* Pages checked and updated quarterly
	Carry out a full review of the DIAP and to compile an action plan to March 28 (timeframe tbc). Gain input from EDI Working Group and sign off from CIMSPA Board	Action Plan signed off by Board Aug 26	EDI Bots Governance and Compliance Team	Interim action plan in place to 30.06.26	* DIAP updated and action plan written
	Build on the existing EDI calendar (containing key awareness or faith dates) to identify at least one key date every two months which will be a focus for whole-staff activity.	Key dates identified June 26 then ongoing	EDI Bots	'Breaking Barriers – EDI' channel active on Slack for all staff, various dates previously commemorated	* Minimum 2 dates commemorated

Strategic Objective	Actions	Timescale	Responsibility	Current Situation (as at 31.08.25)	Key Result (by 30.06.26)
	Dates to be chosen based on staff lived experiences			but none currently planned	
	Ensure results of new quarterly pulse survey on CultureAmp are analysed and actioned as appropriate	Quarterly surveys	SLT, Head of People and Culture	First version of the survey completed, 86% completion, results collated and being discussed by SLT	<ul style="list-style-type: none"> <li>* Survey carried out quarterly</li> <li>* 80% staff completion each quarter</li> <li>* Actions identified based on results</li> </ul>
	<p>Continue to identify EDI training needs of existing staff and trustees, and develop an ongoing training / awareness programme to address these. This may include a range of internal and external deliverers, and formal / informal sessions as appropriate.</p> <p>Board – include EDI-related criteria in next skills matrix / self-evaluation</p> <p>Managers – arrange Diversity in Recruitment training session for those involved in the recruitment process</p>	Ongoing	Head of People and Culture  EDI Bots	<p>Included in Board Skills Matrix completed in Jan 25. Minimum requirements exceeded</p> <p>All staff completed EDI training on new platform by 01.09.25</p>	<ul style="list-style-type: none"> <li>* Board Skills Matrix, with increased detail within EDI section, completed by 100% of trustees</li> <li>* 16 staff to attend Diversity in Recruitment training 02.12.25</li> <li>* All new employees to complete the iHasco EDI training module within 3 months of starting employment</li> </ul>

Strategic Objective	Actions	Timescale	Responsibility	Current Situation (as at 31.08.25)	Key Result (by 30.06.26)
	<p>Staff – ensure new employees complete the EDI training module</p> <p>Staff – continue to arrange informal or formal EDI training / awareness sessions for staff as appropriate</p>				* Training delivered to staff to meet identified needs
	<p>As part of the new personal development process, line managers to discuss career development and progression with staff during relevant meetings, and to identify barriers preventing individuals from applying for these opportunities, particularly those who are ethnically diverse or those with a disability; Identified barriers to be addressed wherever possible.</p>	Sept 26	Head of People and Culture	Personal Development Process currently in development	* New process launched and all staff to have had initial meeting with Line Manager
	<p>Ensure that appropriate reference to EDI is made in all Board / Committee Terms of Reference, role descriptions, codes of conduct etc.</p>	Ongoing	Governance Manager	Documents are being updated in line with the Policy Review Cycle	* All relevant documents contain reference to EDI
	<p>Ensure a comprehensive update on EDI work is provided to the Board of Trustees at least twice per year,</p>	Ongoing	Board EDI Champion	Update provided Sept 25	* Updates built into meeting cycle

Strategic Objective	Actions	Timescale	Responsibility	Current Situation (as at 31.08.25)	Key Result (by 30.06.26)
	with a full review of the DIAP taking place annually				
	Identify a new EDI Champion within the Board of Trustees, or openly recruit for one	Aug 26	Chair of the Board of Trustees / Nominations Committee	EDI Champion role is vacant	* EDI Champion in place and inducted
	Ensure that EDI is a key theme across all board sub-committees as part of the wider sub-committee refocusing work	Aug 26	Chief Strategy Officer	No meetings since Nov 24	* Revised Terms of Reference in place for all sub-committees
<b>Our Diversity:</b> To increase our diversity to ensure the demographic of our People fully represents the society we serve	Review diversity monitoring form to include latest 'good practice' categories	Jan 26	Governance Manager		* Set form being used across the organisation * Form reviewed annually
	Improve understanding of diversity of our staff, boards and committees through increased response rates to annual diversity survey; Ensure findings are used to inform DIAP priorities	May-26	Governance Manager	2025 survey: 100% trustee completion, 86.4% staff completion, 56.4% PDB / PDC completion	* 100% trustee completion * 90% staff completion * 60% completion across sub-committees

Strategic Objective	Actions	Timescale	Responsibility	Current Situation (as at 31.08.25)	Key Result (by 30.06.26)
	Improve the appeal of working for CIMSPA for all protected characteristics and under-represented groups, particularly for those who are ethnically diverse or who have a disability, by creating new assets to use in the recruitment process	Dec 26	Director of Marketing and Communications	Ethnic minority groups and people with disabilities underrepresented on the staff team.	<ul style="list-style-type: none"> <li>* Average % of ethnically diverse candidates is 18%, with a minimum of 10% for every role</li> <li>* At least 40% of candidates for every role are female</li> <li>* Average % of candidates with a disability is 10%</li> </ul>
<b>Our Influence:</b> To ensure partners, stakeholders and the wider sector understand CIMSPA's commitment to EDI and identify us as an exemplary inclusive employer.	Continue to identify examples of EDI good practice from our partners, and personal stories from our members, and use to create case studies / news articles	Ongoing	Head of Marketing and Communications	EDI-related case studies / news items created on a regular basis	* Minimum 4 per year
	Publish a full update on progress against the original DIAP and this action plan	Aug 26	EDI Bots	DIAP published on main website	* DIAP Update published
	Include an update on our EDI commitment and related work, including progress against the DIAP, in our Annual Report	Sept 26	Chief Strategy Officer	Staff / Trustee diversity and pay gap reporting published	* EDI section included in 25-26 Annual Report

Strategic Objective	Actions	Timescale	Responsibility	Current Situation (as at 31.08.25)	Key Result (by 30.06.26)
	Progress the planned Sport and Physical Activity Employability Academy pilots in partnership with DWP	Sept 26	Associate Director – Education and Career Development	Planning phase for pilots in Liverpool, West Midlands and Greater Manchester	120 unemployed individuals undertaking qualifications, 70% gaining employment
	Identify the need for, and deliver, live webinars in EDI-related topics to our members. Increase awareness of our on-demand webinar library with members and increase the number of views of EDI-related recordings.	Sept 26	Membership Experience Manager, Marcomms Team	6 EDI-related webinars delivered since April 24, average live attendance 102, average views afterwards 51	* 5 webinars delivered * 200 attendees / views per webinar
	Continue to ensure that Local Skills Plans prioritise having a diverse and inclusive workforce as appropriate to their local area	Sept 26	Workforce Development Team	8 plans published, 4 in design, 9 scheduled, all with EDI as a priority	* All Local Skills Plans published with EDI as a priority

# Review Process

Our Diversity and Inclusion Action Plan will be reviewed by the Senior Leadership Team and the Board of Trustees annually as a minimum. This review will include producing an update on progress, which will be shared with CIMSPA's people, members, partners and the wider public. It will also involve reflecting on our objectives and whether they are still appropriate and ambitious, and updating the Action Plan to identify additional actions for the following 12 month period as a minimum.



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