

Annual Report

2025–2026



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Welcome to the 2025–2026 CIMSPA Annual Report

This report covers the period from 1 April 2025 to 31 March 2026.

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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

The past year has seen landmark government initiatives shifting the sport and physical activity sector landscape, from the new 10-Year Health Plan to the official launch of Skills England. Crucially, the training and professional recognition of a skilled sector workforce is increasingly being acknowledged as non-negotiable in supporting a physically, mentally and economically healthier nation.

During these changes, CIMSPA has further cemented its position as a champion for the workforce. Providing career support, tools for business development and professional standards for occupations across the sector, we are delivering what the sector has asked for.

In September 2025, we reached a key milestone in our strategy, Releasing the Power of Our Profession. With the launch of professional status, we have delivered a concrete framework for individuals, education providers and employers that supports professional recognition, employability and workforce recruitment and development.

Our local skills work continues to facilitate regional implementation of our strategy, and in the education sphere, our new Careers Hub made sector-specific professional development advice accessible to all. Since its launch in April 2025, we have become the first professional body in the sector to gain matrix Standard accreditation for the guidance it offers.

This year we have been working closer than ever with the UK government, forging a new partnership with the Department for Work and Pensions to bring the Sport and Physical Activity Employability Academy to life. The initial pilot programme took place in Scotland, where we saw 70% of participants progressing into a role. This work tied all of our priorities together – utilising our local skills insight to spot role vacancies, seeing participants take on quality-assured sector training that puts them on the professional status pathway, and seeing more people find great careers in our sector.

Internally, we welcomed a new Chair to our Board of Trustees this year. Trevor Pearce has already provided a wealth of insight and a fresh drive for progressing CIMSPA's mission.

Our approach is focused more than ever on ensuring that the dedicated organisations and individuals across the sector are celebrated and empowered to increase their impact. Through our evidence-led work, we continue to deliver the tools needed for the workforce to collaborate and respond to the increasing demand for sport and physical activity.

Thank you for continuing to embrace and empower our work to grow a recognised, valued and inclusive profession.



T. Pearce

Trevor Pearce CBE QPM
CIMSPA Chair



T. Dillon

Tara Dillon FCIMSPA (Chartered)
CIMSPA CEO

Governance review





Governance review

Welcome to CIMSPA's 2025–26 governance review

As the chartered professional body for the sport and physical activity workforce, our ambition is to uphold the highest standards of governance. We will 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 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 governance review covers the reporting year from 1 April 2025 to 31 March 2026.

The CIMSPA Board of Trustees

The CIMSPA Board of Trustees has collective responsibility for the management, direction and performance of the organisation. It 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 is 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.

CIMSPA works hard to ensure that the Board has the right balance of skills, experience, knowledge and independence to operate effectively. Equally important is ensuring that there is a broad diversity of demographics and outlook; as the custodian of our sector's workforce, the Board needs to be representative of the society that it serves.

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 as follows.

The Chair

The Chair, Trevor Pearce CBE QPM, holds responsibility for providing effective leadership and direction to the Board of Trustees and the wider organisation, ensuring the Board and CIMSPA are operating for the public benefit, and enabling the Board to fulfil its duty to drive the successful overall governance and strategic direction of CIMSPA.

The Chief Executive Officer (CEO)

The CEO, Tara Dillon FCIMSPA (Chartered), is responsible and accountable to the Board of Trustees for the management and operation of the organisation, the implementation of our strategy and for our stakeholders in the form of our members, partners and our main funders Sport England (where she is the accountable officer). The CEO attends Board meetings in a non-voting capacity.

Senior Independent Trustee

The Senior Independent Trustee (SIT), Manos Kapterian, provides support to the Chair and acts as an independent point of contact for the Board of Trustees, stakeholders and staff. The SIT ensures there are effective working relationships and constructive communication between the Chair, the trustees and the Key Management Personnel.

Elected Non-Executive Trustees

Our Elected Non-Executive Trustees are CIMSPA members who have been voted into the role by their fellow members. Their role is aligned to those of Appointed Non-Executive Trustees, with responsibility for constructively challenging and providing expert support to the Key Management Personnel 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 independent as they are openly recruited and selected for their specialist knowledge, skills and experience as aligned to the needs of the Board and the organisation. They act as a 'champion' of CIMSPA and lead the overall strategic work of the organisation, ensuring that CIMSPA realises its vision, mission and values and advances its charitable purposes.

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.

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

Board Welfare and Safety Lead

The Board Welfare and Safety Lead acts as an advocate on the Board for CIMSPA's responsibilities relating to welfare and safety. They support CIMSPA's Board of Trustees to establish and maintain a culture in which welfare and safety is paramount, and constructive challenge is encouraged to ensure this remains a key consideration during decision making and risk monitoring.

Joelle Conway was the Board Welfare and Safety Lead until September 2025, and a new Lead will be announced shortly.

Treasurer

The Treasurer leads the trustees in the oversight of the charity's strategic financial management. They oversee CIMSPA's financial matters in line with good practice and in accordance with the Charter and Statutes and legal requirements. They report to the Board of Trustees at regular intervals about the financial health of the organisation.

Adrian Gaveglia is the current Treasurer.

Register of Interests

Acting in the best interests of the organisation includes disclosing any significant commitments or connections that might impede a trustee's ability to participate in or make decisions without bias in their role for CIMSPA. This obligation is ongoing, and conflicts are reported if they arise subsequent to appointment. It is the responsibility of the Board Chair to proactively manage any such conflicts of interest.



The CIMSPA Board

Board trustee	Start date as a trustee	Current term start date	Date left Board	Additional role(s)
Trevor Pearce CBE QPM Chair	10.12.2025	10.12.2025		Nominations Committee Chair (from 10/12/2025)
Marc Woods Chair	30.09.2017		10.12.2025	Nominations Committee Chair (until 10/09/2025)
Magali Bruna Appointed trustee	10.09.2025	10.09.2025		
Joelle Conway Appointed Trustee	15.12.2021		10.09.2025	Welfare and Safety Lead (until 10/09/2025) Disciplinary Committee Chair (until 10/09/2025) Nominations Committee member (until 10/09/2025)
Catherine Dineley Appointed Trustee	10.09.2025	10.09.2025		
Adrian Gaveglia Appointed Trustee	14.09.2022	14.09.2025		Treasurer Audit and Probity Committee Chair
John Harrison Appointed Trustee	10.09.2025	10.09.2025		
Manos Kapterian Appointed Trustee	22.05.2018	22.05.2024		Senior Independent Trustee Membership Committee Chair Nominations Committee member
Paul Neale Appointed Trustee	10.09.2025	10.09.2025		Audit and Probity Committee member
Elena Portas Appointed Trustee	15.12.2021		08.05.2025	Youth Panel Advisor (until 08/05/2025)
Matthew Vaughan Appointed Trustee	10.09.2025	10.09.2025		
Lorna Brooks MCIMSPA Elected Trustee	14.02.2024	14.02.2024		
Tracy Levy FCIMSPA (Chartered) Elected Trustee	14.02.2024	14.02.2024		Membership Committee member
Alicia Wilson MCIMSPA Elected Trustee	18.09.2024	18.09.2024		
Gavin Stewart Co-opted Trustee	15.05.2024		14.11.2025	

Board attendance

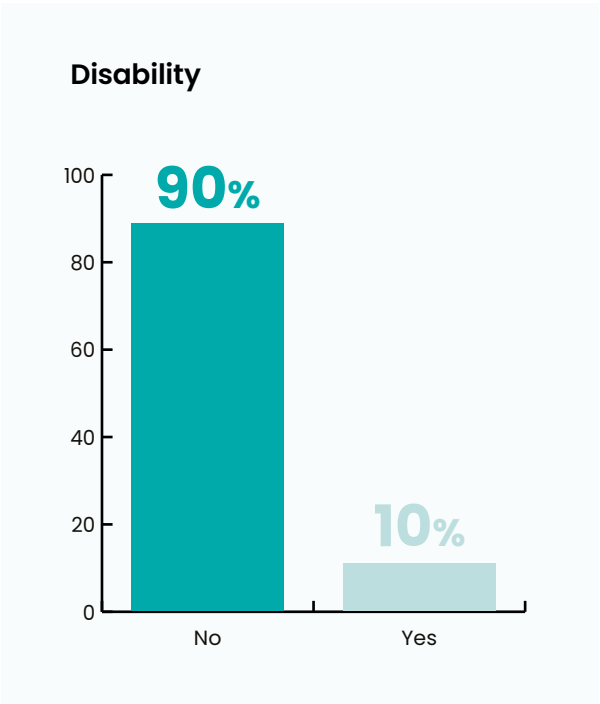
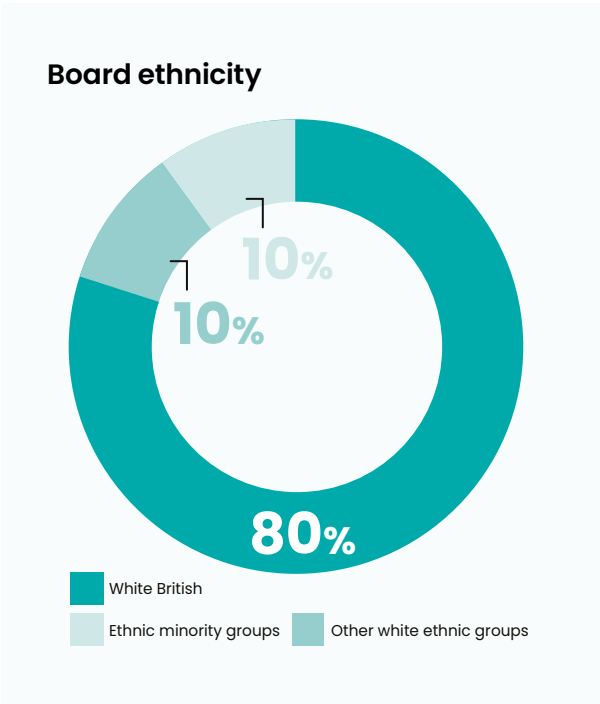
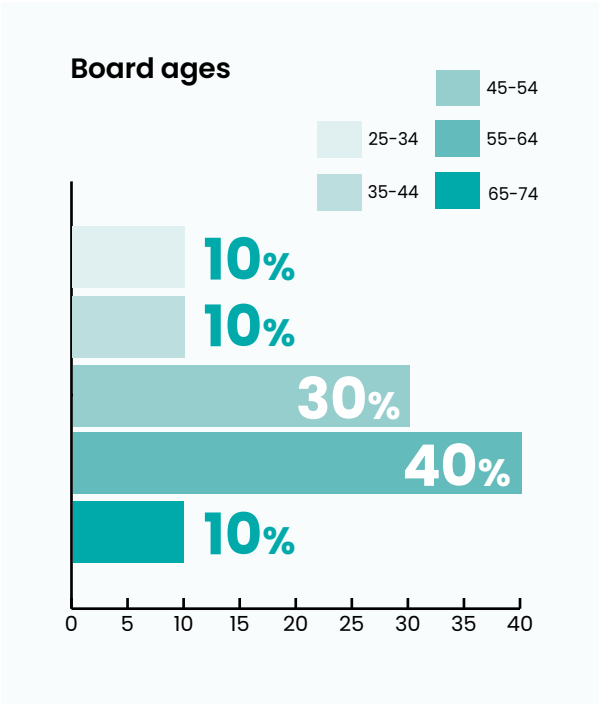
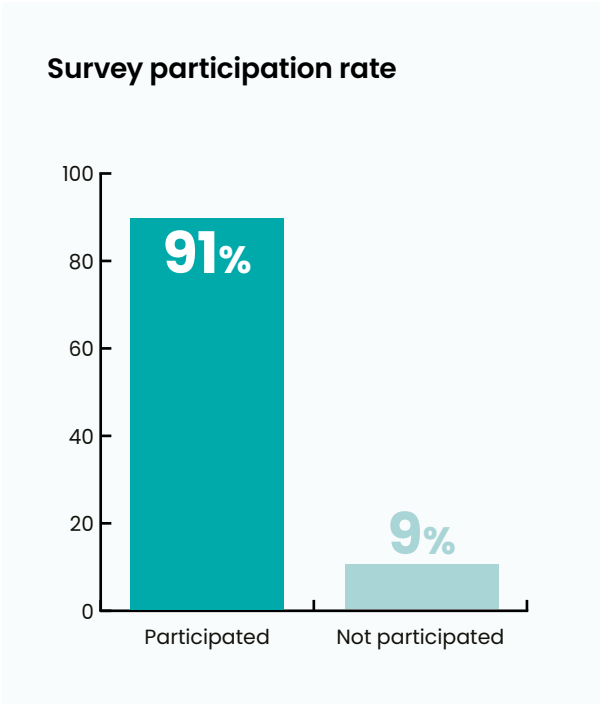
Attendee name	Date of board meeting				
	08.05.2025	09.07.2025	10.09.2025	10.12.2025	18.02.2026
Lorna Brooks MCIMSPA	×	✓ (Virtual)	✓	✓	✓ (Virtual)
Magali Bruna	N/A	N/A	✓ (Virtual)	✓	✓ (Virtual)
Joelle Conway	✓ (Virtual)	✓ (Virtual)	×	N/A	N/A
Catherine Dineley	N/A	N/A	✓ (Virtual)	✓	✓ (Virtual)
Adrian Gaveglia	✓ (Virtual)	✓ (Virtual)	✓	✓	×
John Harrison	N/A	N/A	✓	✓	×
Manos Kapterian	✓ (Virtual)	×	✓ (Virtual)	✓	✓ (Virtual)
Tracy Levy FCIMSPA (Chartered)	✓ (Virtual)	✓ (Virtual)	✓	✓	✓ (Virtual)
Paul Neale	N/A	N/A	✓	✓	✓ (Virtual)
Trevor Pearce CBE QPM	N/A	N/A	N/A	N/A	✓ (Virtual)
Elena Portas	×	N/A	N/A	N/A	N/A
Gavin Stewart	✓ (Virtual)	✓ (Virtual)	×	N/A	N/A
Matthew Vaughan	N/A	N/A	✓ (Virtual)	×	✓ (Virtual)
Alicia Wilson MCIMSPA	✓ (Virtual)	✓ (Virtual)	×	×	✓ (Virtual)
Marc Woods	✓ (Virtual)	✓ (Virtual)	✓	✓	N/A

Key:

- ✓ Attended
- ×
- N/A Did not attend
- Not on board

Board diversity

	Gender	Ethnic minority groups	Disability	LGBTQIA+
National population	51% female 49% male	18.3%	17.8%	3.2%
CIMSPA Board (current)	50% female 50% male	10%	10%	0%



Board evolution

Board appointments

To be competent, make informed decisions and provide effective oversight of risks, a board needs to include individuals with a mix of skills and experience that are up to date and cover all relevant business areas. In considering appointments, the Nominations Committee seeks to ensure that the Board's membership is such that each trustee:

- is a person of integrity who will observe the 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.

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 for Appointed Trustees and the Chair and selects individuals to take Board positions based on their individual merits. 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 Appointed Non-Executive Trustees

Current composition:

- 1 x Chair
- 3 x Elected Non-Executive Trustees
- 7 x Appointed Non-Executive Trustees

Diversity and Inclusion Action Plan

Our Diversity and Inclusion Action Plan (DIAP) was 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. During the reporting period, we worked through the actions in the DIAP and will publish an update on progress and an updated Action Plan later in 2026.

Trustee induction, evaluation and development

All new trustees receive an induction tailored to their individual requirements, including meeting with the CEO, the Chair and a member of the Governance and Compliance Team. They also receive a separate finance induction delivered by the Director of Finance, which is again tailored to their needs.

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 relevant 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 strategy, 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

The Board also completes 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 the findings to identify areas for Board development and to focus any trustee recruitment. In our most recent skills matrix, we identified the need for more expertise in the following areas: digital, sports leadership and administration, EDI, commercial, leisure operations, and legal and regulatory. This formed the focus for our recruitment of five new trustees in summer 2025.

Sub-committees, boards and panels

The Board is supported in its work by sub-committees, a youth panel, an advisory board and three workforce professional development boards. All direct sub-committees are chaired by 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 Professional Development Board
- Wales 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 MCIMSPA (Chair) (from 15.05.25)



Audit and Probity Committee

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

Alongside this, the 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 provided strategic input into CIMSPA's new process for risk reporting and into risk appetite statements around financial, operational and reputational risk which were approved by the Board. Corporate risks have been reviewed, and the committee has monitored the related mitigations and controls.

A new internal assurance process has been approved by the committee, and ongoing scrutiny of financial forecasts and budgets has ensured that CIMSPA's financial performance has remained on track. The committee completed a skills matrix and self-evaluation process for the first time, which helped to identify skills gaps. These were then addressed through the recruitment of a new committee member at the end of the reporting period.

Committee composition

- Adrian Gaveglia (Chair)
- Dr Jon Argent FCIMSPA (Chartered)
- Paul Neale
- Rowland Omamor FCIMSPA (Chartered)
- Anna Smy

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. This was to ensure that CIMSPA's complaints process is being implemented consistently and any common themes are being identified and addressed. There were no formal disciplinary panel meetings.

Committee composition

- Joelle Conway (Chair) (until 10.09.25)
- Simon Gardner FCIMSPA (Chartered)
- Greg Martin MCIMSPA
- Malcolm Stammers

"Throughout the year, the audit and probity committee has remained steadfastly focused on ensuring that CIMSPA's risk management process is robust and effective. The adoption of risk appetite statements has been a key advancement, providing a framework against which key strategic decisions can be made."

The committee continues to provide financial and governance scrutiny, ensuring the organisation operates effectively and meets its regulatory requirements. I would like to thank the committee members for their deep commitment to high standards and ongoing improvement."

Adrian Gaveglia | Chair, Audit and Probity Committee

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

During the reporting period, the Membership Committee focused on supporting and scrutinising the successful launch of professional status. This has driven significant growth in membership numbers, increased member engagement and strengthened employer recognition of professional standards across the sector.

As the year progressed, the Committee reviewed its own remit and governance arrangements, agreeing a renewed focus on providing assurance over chartered status and membership integrity, ensuring that it remains focused on those areas where independent scrutiny and professional judgement add greatest value.

“This year has seen significant progress, through the successful introduction of professional status and further enhancement of the chartered assessment process. These have strengthened engagement with both members and employers and reinforced the importance of professional recognition across our sector.

As membership continues to grow, the Committee will remain focused on providing assurance that our standards, processes and member experience continue to evolve in line with the needs of the profession.

On behalf of the Membership Committee, I would like to thank our members, assessors, volunteers and staff for their continued commitment to professionalism and excellence.”

Manos Kapterian
Chair

Committee composition

- Manos Kapterian (Chair)
- Shelley Dell FCIMSPA (Chartered)
- Ian Gray FCIMSPA (Chartered)
- Darren Humphrey MCIMSPA
- Tracy Levy FCIMSPA (Chartered)
- Kate Mills (Youth Panel representative)
(until 19.08.25)

Nominations Committee

The Nominations Committee reviews the size and composition of the Board of Trustees (in terms of skills, knowledge, experience and diversity) and oversees the recruitment of high-performing individuals to the Board.

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

Having identified key skills gaps following the Board skills matrix and self-evaluation process, the committee led on the recruitment, interview and appointment process for five appointed trustees, who were recruited based on their specialist knowledge and experience.

Additionally, the committee oversaw the recruitment of a new Chair following the retirement of Marc Woods after eight years. Following a robust, competitive process, the committee recommended Trevor Pearce CBE QPM to the Board for appointment, and this recommendation was duly accepted.

“The Nominations Committee plays a vital role in ensuring that CIMSPA’s Board of Trustees is made up of individuals with the right skills, expertise and diversity to lead CIMSPA effectively.

This year has seen significant change on the Board of Trustees, and we are fortunate to have appointed some exceptional individuals from a broad range of backgrounds who complement the existing trustees’ specialisms.”

Trevor Pearce CBE QPM
Chair

Committee composition

- Trevor Pearce CBE QPM (Chair from 10.12.25)
- Marc Woods (Chair until 10.12.25)
- Steven Gould (until 08.08.25)
- Manos Kapterian

Sport and Physical Activity Workforce Observatory Advisory Board

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

The Sport and Physical Activity Workforce Observatory Board provides collaborative and balanced governance to the Sport and Physical Activity Workforce Observatory.

Highlights of the year

This year marked a significant shift for the S+PA Workforce Observatory as it moved from establishing core foundations to delivering meaningful action for the sector.

A major milestone was the publication of 31 areas of research interest (ARIs), creating a strategic anchor for researchers, policymakers and delivery organisations seeking to understand and improve workforce capability. This was complemented by the introduction a new CIMSPA Researcher membership category, offering professional recognition for individuals working in research and insight roles.

The Observatory also launched Data Lab, a sector-wide data repository designed to make insight more accessible and actionable.

Together, these achievements demonstrate a year of tangible progress. The Observatory is now equipped with the strategic direction, professional infrastructure and data capability required to drive a more informed, evidence led approach to workforce development across sport and physical activity.

"This year has been a turning point for the S+PA Workforce Observatory. We've moved from building foundations to delivering real, sector-wide impact. The publication of 31 areas of research interest gives the sector a clear set of priorities for workforce research, while the new CIMSPA Researcher membership and the launch of Data Lab mark major steps forward in strengthening our research community and improving access to high-quality insight.

These developments signal a new phase of maturity and ambition for the sector, and I'm proud of the leadership the Observatory has shown in driving this progress."

Steven Osborne FCIMSPA (Chartered)
Chair

Committee composition

- Steven Osborne FCIMSPA (Chartered) (Chair)
- Michael Antrobus (until 19.01.26)
- Darren Brookfield
- Susan Brown
- Georgina Cosma (until 13.05.25)
- Ruth Crabtree
- Heather Douglas FCIMSPA (Chartered)
- Vassil Girginov
- Joanne Hudson
- Aidan Innes (from 22.01.26)
- Niall Judge
- Marc Keech FCIMSPA (Chartered)
- Laura Larsson
- Louise Morby
- Laura Quayle
- Matthew Wade
- Richard Williams



Workforce Professional Development Boards

The 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 PDB and Wales PDB 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 UK WPDB has had a refined focus, moving from development to implementation and advocacy of the work relating to workforce policy. It has continued to work through its operational plan and has approved a range of professional standards along with reviewing existing occupational standards.

With the launch of professional status, the group's remit has shifted slightly. Considering this, the Board published a position statement outlining its intent for professional status to be embedded across the sector with a drive to Advanced Practitioner status being the norm for deployment.

In line with its updated remit, the Board undertook a full review of its infrastructure. To reduce duplication and ensure each group maintains a clearly defined focus, the number of permanent sub-committees was reduced and a new structure introduced.

A new Policy Approval Panel has been appointed, which will work alongside Specialist Expert Groups to ensure that the process for developing and reviewing workforce policies is followed appropriately and proportionately.

The Wales PDB launched its Vision for the Welsh Sport and Physical Activity Workforce in June 2025, aligning to Welsh Government priorities and to wider Welsh frameworks, strategies and legislation. The Scotland PDB has spent time developing and agreeing the future plan for 2026–2030, which will be published shortly.

“During 2025–26, the UK WPDB has utilised its collective expertise to review what has been achieved and how it needs to evolve to support the sector. I am confident that the new, streamlined structures will ensure that CIMSPA and sector stakeholders can continue to advocate for the importance of our sector's workforce.

What has been apparent is the number of committed individuals and organisations who have contributed to the development and implementation of standards for deployment, professional standards and professional status.

The momentum and structures we have established this year provide a fantastic platform to continue promoting safe and high-quality practice across the sector.”

Steven Osborne FCIMSPA (Chartered)
Chair

UK WPDB composition

- Steven Osborne FCIMSPA (Chartered)
(Vice Chair, Acting Chair)
- Marianne Boyle (shared role with Harriett Jones)
- Dr Susan Brown (Scotland PDB Vice Chair)
- James Buckley MCIMSPA
- Heather Douglas FCIMSPA (Chartered)
- Chris Emsley (Wales PDB Acting Chair)
- Pete Forder
- Mark Gannon
- Jack Garner FCIMSPA (Chartered)
- Ian Gray FCIMSPA (Chartered)
- Michelle Hayden FCIMSPA (Chartered)
- Andy Heald FCIMSPA
- Rob Johnson
- Harriett Jones (shared role with Marianne Boyle)
- Niall Judge
- Laurie Marsden (WPDC Chair)
- David McLean MCIMSPA
(Scotland PDB Chair)
- Richard Millard (Vice Chair)
- Steve Nelson
- Emily Reynolds
- Matt Rhodes
- Dr Emma Ross
- Steve Russell
- Graeme Sinnott
- Nikki Stewart
- Matt Wenn

Scotland PDB composition

- David Mclean MCIMSPA (Chair)
- Dr Susan Brown (Vice Chair)
- Fraser Calderwood (from 29.04.25)
- Jordan Dawson (from 29.04.25)
- Flora Jackson
- Marc McJimpsey (from 29.04.25)
- Nichola McLachlan
- Emily Notman
- Ciaran O'Brien MCIMSPA
- Abby O'Rourke (from 29.04.25)
- Tony Penfold FCIMSPA (Chartered)
- Steve Russell FCIMSPA
- Alison Shaw (from 29.04.25)
- Gael Simpson MCIMSPA (from 29.04.25)
- Nikki Stewart
- Scott Urquhart
- Fiona Wernham

Wales PDB composition

- Chris Emsley (Acting Chair from 06.02.25)
- Rob Baynham (Vice Chair)
- Nic Beggs
- Gareth Downey
- Clare Jefferies FCIMSPA (Chartered)
- Lee Jones
- Mark Jones
- Chloe Jordan (from 01.07.25)
- Steph Makuvis
- Rachael Newport
- Steve Osborne FCIMSPA (Chartered)
- Eleanor Ower (until 29.01.26)
- Mike Parry
- Rhian Pearce
- Sian Elizabeth Rees MCIMSPA
- Thomas Sharp
- Felicitie Walls (from 01.07.25)
- Victoria Waters (from 01.07.25)
- Stephen Woodfine

Youth Panel

The Youth Panel exists to ensure the voice, experiences and perspectives of young people aged 16–25 meaningfully shape the future workforce of the sport and physical activity sector. The Panel guides, challenges and influences CIMSPA's work so that youth voice is embedded in strategy, policy, programmes and decision-making, particularly in relation to education, career pathways and youth employment.

Highlights of the year

The Youth Panel took a hiatus during this reporting period due to the majority of previous members reaching the upper age limit. We took the opportunity to ensure the focus of the Panel met CIMSPA's and the sector's needs, and new terms of reference were agreed.

Recruitment to the Panel took place in early 2026, and 14 Panel members were appointed. The standard of applications was so high that a less formal Youth Community was also established to give additional young people the opportunity to share their views, experiences and perspectives. Several of the former Youth Panel members, along with a couple of newly appointed individuals, will act as mentors to the new Youth Panel.

"Being part of the CIMSPA Youth Panel is about more than representation; it's about genuinely listening to and valuing the voices of young people who are shaping the future of our sector. Their perspectives, ideas and lived experiences are vital in driving meaningful change.

I'm honoured to be the CIMSPA staff member overseeing this panel, and I'm continually inspired by the passion, energy and commitment of our new members. They are an incredible group, and I'm excited to see the impact they will make."

Micki Ruggins
CIMSPA Youth Panel Lead

Panel composition

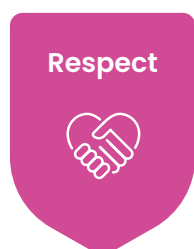
- Beth Allan
- Anna Billington
- Isobelle Blount
- Adam Duthie
- Jamie Hamilton
- Henry Harper
- George Mead
- Scott Mustard
- Tanishka Nahar
- Rashi Nambiar
- Seth Rennie-Roddy
- Pippa Webb
- Beth Wyatt
- Grace Young



Our people

Our people are at the heart of who we are. We are an ambitious organisation with a talented and committed team. While there is still much to do, we remain focused on what makes us strong – our people and our culture. We believe in giving everyone a voice, and we lead by listening so that every team member feels heard, valued and able to contribute to our shared success.

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.



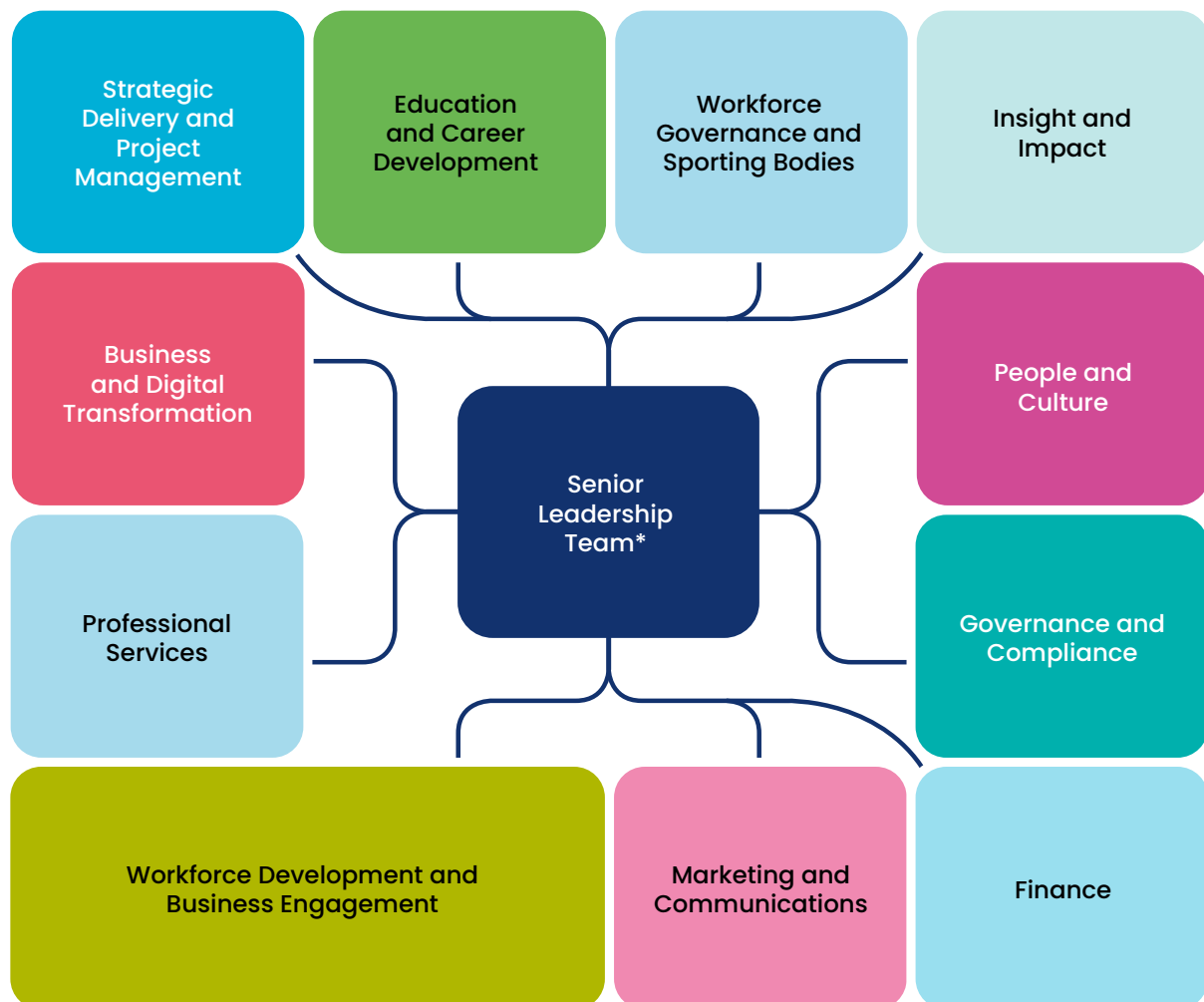
The sector trusts us to lead the way. That's why delivering quality is of the utmost importance, setting high standards for ourselves and our whole sector.



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, CIMSPA had the following structure.



*Referred to as Key Management Personnel in this document

Staff engagement

Staff engagement is a core priority for us. Understanding how our colleagues feel about the organisation – their motivation, wellbeing and level of commitment – directly informs how we shape our culture and make decisions.

Each quarter, we run a Pulse Survey, gathering feedback on areas such as wellbeing, satisfaction, personal development and motivation. Annually, we also conduct a more comprehensive Employee Engagement Survey, providing deeper insight to support effective decision-making.

The results from these surveys play a central role in aligning our People Strategy and guiding the work of the People and Culture Department.

Engagement feedback has directly informed project work, operational improvements and organisational change initiatives, ensuring that our actions respond to what colleagues tell us matters most.

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.

All staff: median pay gap

Female	Median 2026	£20.20
Male	Median 2026	£20.79
2026	Gap	2.83%
2025	Gap	8.68%
2024	Gap	6.79%
2023	Gap	6.84%
2022	Gap	5%

Our median hourly pay for men is £20.79, while for women it is £20.20. This results in a median gender pay gap of 2.83%, meaning that women earn approximately 2.83% less than men on a median hourly basis at CIMSPA. The UK average median gender pay gap is 6.9%*, 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 2026	£22.42 p/h
Male	Mean 2026	£23.46 p/h
2026	Gap	4.43%
2025	Gap	3.04%
2024	Gap	1.23%
2023	Gap	1.11%

The average hourly pay for men is £23.46, while for women it is £22.42. This results in a mean gender pay gap of 4.43%, meaning that on average, women earn 4.43% less than men per hour at CIMSPA. The UK average mean gender pay gap is 10.9%, 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	2026	2026	2025	2025	2024	2024
	Female	Male	Female	Male	Female	Male
	60%	40%	58%	42%	55%	45%
Upper quartile	50%	50%	52%	48%	50%	50%
Upper middle quartile	63%	38%	48%	52%	45%	55%
Lower middle quartile	69%	31%	57%	43%	60%	40%
Lower quartile	59%	41%	76%	24%	65%	35%

The gender split across CIMSPA's pay quartiles shows a broadly balanced distribution at the highest pay levels, with equal representation of men and women in the upper quartile. Women are more strongly represented in the middle quartiles, while the lower quartile remains more evenly balanced. Overall, the data indicates strong female representation across most pay bands, with gender balance maintained at the highest pay level.

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 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, we believe it is essential to understanding and addressing any disparities that may exist.

It is important to note 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 shows a mixed and nuanced picture. Overall, ethnic minority colleagues are present across the organisation but not evenly distributed, with stronger representation in some areas and limited representation in others.

When looking at pay, the average (mean) gap favours White British colleagues, while the typical (median) pay is slightly higher for ethnic minority colleagues. This tells us that the gap is shaped more by how people are spread across roles than by consistent differences in pay for similar work.

Together, these insights highlight the importance of continuing to strengthen representation, equity and inclusive progression pathways across the organisation.

We will continue to use this data to inform our EDI Strategy, focusing on inclusive recruitment, career development and progression pathways to ensure fair opportunities for all.

All staff: median pay gap

Ethnically diverse	Median 2026	£20.75 p/h
White	Median 2026	£20.20 p/h
2026	Gap	-2.72%
2025	Gap	13.45%
2024	Gap	4.13%
2023	Gap	19.61%

All staff: mean pay gap

Ethnically diverse	Mean 2026	£21.48 p/h
White	Mean 2026	£23.03 p/h
2026	Gap	6.73%
2025	Gap	12.11%
2024	Gap	9.22%
2023	Gap	14.04%

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 figures increasingly disparate. This is 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)	60% female 38.3% male (1.7% prefer to self-describe)	10%	5%	11.7%

Key Management Personnel and Strategic Delivery Group

KMP + SDG	Gender	Ethnic minority groups	Disability	LGBTQIA+
National population	51% female 49% male	18.3%	17.8%	3.2%
CIMSPA KMP/SDG (current)	37.5% female 62.5% male	6.3%	0%	12.5%

Staff turnover

2025/26	25%
2024/25	23%
2023/24	22%
2022/23	24%
2021/22	17%

Staff retention

2025/26	75%
2024/25	80%
2023/24	88%
2022/23	97%
2021/22	128%

Staff succession planning and development

With the evolution of our key management structure, we have enhanced our succession planning foundations. CIMSPA continues to provide development opportunities for all team members, with plans in place for a heightened focus on this in the coming year.

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.

Key Management Personnel

Key Management Personnel are comprised of:

- the Chief Executive Officer, Deputy Chief Executive Officer and Chief Communications and Engagement Officer, together with the Director of Finance and Director of Digital and Business Transformation
- the Associate Director of Standards and Regulation, Associate Director of Business Engagement and Associate Director for Education and Career Development.

Strategic Delivery Group

The Strategic Delivery Group (SDG), made up of heads of departments and department leads, provides strategic oversight, monitoring and evaluation of our organisational strategy and objectives. The group reviews progress, assesses impact and makes informed recommendations for change or refinement to ensure our strategy remains relevant, effective and aligned with sector needs. This includes oversight of our commercial strategy, people strategy and wider operational improvements.

Future leaders programme

Now in its fifth year, our future leaders programme continues to equip emerging leaders with formal learning and development that complements their practical management experience, supports succession planning and strengthens organisational resilience.

During the year, participants from the previous cohort successfully completed their Level 5 Operations or Departmental Manager apprenticeship qualifications, with several achieving distinction grades. Building on this success, we worked with our new Further Education Partner, Sport Structures, to prepare the next cohort of future leaders.

By 31 March 2026, 12 team members had expressed interest in joining the programme, and plans are in place to support their enrolment. This ensures continued investment in developing leadership capability across the organisation and maintaining a strong pipeline of future leaders.

Other staff development

As part of our ongoing commitment to fostering an inclusive, respectful and high performing workplace, this year saw the launch of a dedicated external training platform covering mandatory health and safety and employment requirements, alongside a wide range of personal development learning opportunities.

We also delivered a series of targeted team training programmes designed to support individual development and strengthen organisational 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 supporting our team's physical, mental, emotional, social and financial wellbeing. Our approach reflects our commitment to creating a healthy, inclusive and sustainable working environment where colleagues feel valued, supported and able to thrive.

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
- unlimited annual leave policy
- a cycle-to-work scheme
- supportive approach to flexible working

Regular wellbeing actions throughout the year

- Regular “lunch and learn” virtual learning sessions are held for all team members to learn in an informal and friendly team environment.
- This year we partnered with Imagine How who have run a workforce menopause support case study with us. Using the findings, they are now preparing a menopause action plan for us to work on wellbeing improvements within this area.

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 and decisions 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

For the year ended 31 March 2026, the Institute reported an operating surplus of £6,442, compared with an operating deficit of £104,660 in 2024/25.

At the year end, £44,057 (2024/25: £112,947) was held in a designated reserve relating to intangible fixed assets funded through Sport England grants.

CIMSPA is a named Sport England System Partner, with confirmed funding of £11.25 million over five years to 2026/27. During the year, CIMSPA also executed funds for two additional grants: Workforce Governance and Local Skills.

The financial information presented in this annual report has been extracted from the complete audited financial statements. Please see our statutory accounts for further detail.

Principal sources of funding

CIMSPA generates income from memberships, partnerships and activities that support its charitable objectives, together with investment income. During 2025/26, the Institute's activities continued to be significantly supported by funding from Sport England.

As a designated Sport England System Partner, CIMSPA continued three distinctive projects with the total cost base of £3,711,992:

- System Partner (£2,267,262)
- Local Skills (£742,854)
- Workforce Governance (£701,877)

This grant funding helps to support investment into improved member services and facilities as well as sector-changing guidance on standards as CIMSPA looks to help make professional recognition a reality. During the last financial year, we have introduced professional status as CIMSPA works to raise desirability and professionalism in the industry.



Principal risks and uncertainties

The Trustees have assessed the principal risks facing the Institute, particularly those relating to operations, reputation, governance, regulatory compliance and financial sustainability. They are satisfied that appropriate systems, procedures, controls and mitigations are in place to identify, monitor and manage these risks effectively.

CIMSPA maintains a structured risk management framework. The Board has approved risk appetite statements covering financial, operational and reputational risks. Through this framework, risks are identified, assessed and monitored, with appropriate controls and mitigating actions assigned to each risk.

Progress is reviewed quarterly by the Key Management Personnel, the Audit and Probity Committee and the Board of Trustees. The Trustees remain satisfied that the Institute's risk management arrangements are effective and proportionate to the organisation's activities.

CIMSPA's corporate risk register comprises 11 overarching risks covering the principal financial, operational and reputational risks to which the Institute may be exposed.

One risk remains outside the Board-approved risk appetite. This relates to the need to diversify funding sources to support the delivery of CIMSPA's strategic objectives and maintain resilience in a changing political and economic environment. While this risk remains above appetite, it is subject to enhanced oversight and is managed through a range of established controls and mitigating actions.

Key controls

- Established innovation framework
- Change management and business transformation processes
- Planning and reporting processes
- Structured ideation process
- Project management delivery and reporting processes
- Monthly and quarterly performance reviews
- Contractual funding agreements

Key mitigations

- Development and implementation of the commercial strategy
- Increasing unrestricted reserves
- Regular pricing reviews
- Monitoring of contractual commitments
- Ongoing monitoring of and response to changes in the macro-political environment

Responsibility for monitoring risks and making recommendations on risk management matters is delegated to the Audit and Probity Committee, which reports directly to the Board of Trustees.

Statement of financial activities

Income and expenditure account for the year ended 31 March 2026.

	Year ended 31 March 2026			Year ended 31 March 2025
	Restricted funds	Unrestricted funds	Total funds	Total funds
	£	£	£	£
Income and endowments from:				
Charitable activities	3,711,992	1,143,649	4,855,641	5,825,277
Other trading activities	-	48,956	48,956	4,088
Investment income	-	51,783	51,783	60,645
Donations and legacies	-	33	33	-
Other	-	20,120	20,120	81,723
Total	3,711,992	1,264,541	4,976,533	5,971,733
Expenditure on:				
Raising funds	-	77,756	77,756	84,601
Charitable activities	3,711,992	1,196,338	4,908,330	5,991,627
Total	3,711,992	1,274,094	4,986,086	6,076,228
Net (gains)/losses on investments	-	15,995	15,995	(165)
Net income/(expenditure)	-	6,442	6,442	(104,660)
Transfers between funds	-	-	-	-
Net movement in funds	-	6,442	6,442	(104,660)
Reconciliation of funds:				
Total funds brought forward	-	666,920	666,920	771,580
Movement of funds in year	-	6,442	6,442	(104,660)
Total funds carried forward	-	673,362	673,362	666,920

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

Balance sheet

For the year ended 31 March 2026

	Year ended 31 March 2026		Year ended 31 March 2025	
	£	£	£	£
Fixed assets				
Intangible assets		44,057		112,947
Tangible assets		4,775		5,100
Investments		237,364		221,368
Total fixed assets		286,196		339,415
Current assets				
Stocks	2,113		1,950	
Debtors	91,793		289,665	
Cash at bank and in hand	1,282,304		1,289,373	
Total current assets	1,376,211		1,580,988	
Creditors:				
Amounts falling due within one year	(989,045)		(1,253,483)	
Net current assets		387,165		327,505
Total net assets		673,361		666,920
The funds of the charity:				
Restricted income funds		-		-
Unrestricted designated funds		44,057		112,947
Unrestricted general funds		629,304		553,973
Total charity funds		673,361		666,920

Remuneration

Trustees

During the year, the Chair of the Board, Marc Woods, received reimbursement of £8,000 including VAT (2024/25: £8,000 including VAT). No other Trustee received remuneration or any other benefits from the Institute.

Key Management Personnel

The Key Management Personnel of the Institute comprise the Trustees, the Chief Executive Officer, Deputy Chief Executive Officer, Chief Communications and Engagement Officer, Director of Finance, and Director of Digital Transformation.

Total employee benefits paid to Key Management Personnel during the year amounted to £697,141 (2024/25: £543,101).



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

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