



The Governance
Institute

Subject ref. CSG

Level 4 Certificate in Sports Governance

Sports Governance

Sample assessment material

January 2018

Time allowed: 3 hours (plus 15 minutes' reading time)

Do not open this examination paper until the presiding officer or an invigilator tells you to.

You must not take this paper out of the examination room.

The examination paper contains **19** questions and is divided into **three** sections. You must attempt **all the questions** in this paper.

Section A contains 20 marks, Section B contains 35 marks and Section C contains 45 marks. There are **100 marks** available in total for the paper.

You should allow yourself **approximately** 15 minutes in total to answer the questions in Section A, 60 minutes in total to answer the questions in Section B and 35 minutes for each of the questions in Section C.

You may continue your answers on a separate sheet of paper if necessary. Separate answer sheets are available from the invigilator.

Note: unless otherwise specified, you should assume that an Act or an organisation referred to in the questions is a UK Act or organisation.

Section A

Answer **all** the questions in this section.

Continue your answers on a separate sheet of paper if necessary.

1. Define 'risk appetite'.

(2 marks)

2. State **three** areas of participant welfare that a sports organisation must address through defined policies and procedures.

i

ii

iii

(3 marks)

3. List **two** factors an organisation should consider when determining the size of its board.

i

ii

(2 marks)

4. What governance function should the board of a listed company have in place to determine directors' pay?

(1 mark)

5. List **two** examples of how a sports organisation can make its website more accessible for people with disabilities, as required under the Equality Act 2010.

i _____

ii _____

(2 marks)

6. Describe the practical steps an organisation can take to attract and appoint women and other under-represented groups onto its board.

(4 marks)

7. State the **two** main financial statements that a company has to produce annually.

i _____

ii _____

(2 marks)

8. Sports bodies must undertake a Disclosure and Barring Service check on all volunteers who work with young people and children.

Is this **true** or **false**?

(Tick **one** box only)

True

False

(1 mark)

9. List **two** pieces of information that must appear on the stationery of organisations registered under company and charity law.

i _____

ii _____

(2 marks)

10. Which one of the following is **not** a duty of directors as listed in the Companies Act 2006?

(Tick **one** box only)

A. To avoid conflicts of interest

B. To promote the success of the company

C. To act in the best interests of stakeholders

D. To exercise reasonable care, skill and diligence

(1 mark)

TOTAL FOR SECTION A = 20 MARKS

Section B

Answer **all** the questions in this section.

Continue your answers on a separate sheet of paper if necessary.

11. Explain the ways in which an annual general meeting (AGM) can enable members of an organisation to hold the board to account.

(6 marks)

12. Outline the practical steps an organisation can take to ensure board members act with integrity.

(5 marks)

13. Explain, using examples, the duties of a director in disclosing their interests as set out in the Companies Act 2006.

(6 marks)

14. Explain why the board of an organisation will benefit from having a risk register in place.

(6 marks)

15. Explain why a sports organisation should have a code of ethics in place.

(6 marks)

16. Explain, using examples, how a national governing body could consult with its members to develop a new mission statement.

(6 marks)

TOTAL FOR SECTION B = 35 MARKS

Section C

Answer **all** the questions in this section.

Continue your answers on a separate sheet of paper if necessary.

17. The Upper Stowe Judo Club ('Stowe') is an unincorporated association with 250 members. The management committee is elected annually and is made up of 12 members whose liability is protected by an insurance policy. The club enters into contracts with the local authority to rent out the training hall and other facilities. It also contracts coaches and medical personnel for the participants.

As judo has become more popular, the club has seen a rapid rise in membership. This has led to a need for more coaches, including a performance director, and more medical support. The club would like to buy its own training facilities and several minibuses to transport competitors to matches held at the club. There is also the likelihood of a sponsorship deal with a local business.

The management committee believes that it is a good time to consider incorporation, as the club needs to run more like a business and committee members are concerned at the growing liabilities and responsibilities they face. The option of creating a company limited by guarantee has been discussed but a final decision has yet to be reached.

Evaluate the case for the incorporation of Stowe.

(15 marks)

19. The UK Flag Football Association ('Flag') is a company limited by guarantee and the governing body for non-contact American Football. It does not receive public funding and has no plans to seek funding as it operates with stable revenue and a steady growth in membership.

Flag has developed a new strategic plan which aims to:

- increase participation in the sport, especially among young people
- further develop its programme of competitions and leagues
- form the UK's first women's and men's flag football teams to compete internationally
- build and communicate its brand
- implement robust governance and finance systems and processes.

Currently, there are 15 directors (14 male and one female) elected from within the sport by members of Flag. There are no limits on how long a director can serve on the board.

Discuss how Flag should review and revise the composition of its board in line with best practice in the governance of sports organisations.

(15 marks)

TOTAL FOR SECTION C = 45 MARKS

TOTAL FOR PAPER = 100 MARKS

The scenarios included here are entirely fictional. Any resemblance between the information in the scenarios and real persons or organisations, actual or perceived, is purely coincidental.

END