Level 4 Certificate in Sports Governance

Syllabus

icsa

Contents

Key features

The ICSA Level 4 Certificate in Sports Governance:

- is an introductory programme suitable if you are working, or looking for a job, with governance responsibilities in a sports organisation
- is a Level 4 qualification – set at first-year undergraduate level
- contains four compulsory modules
- is externally assessed – ICSA will set and mark the assessment
- is assessed twice a year, in June and November
- is graded at Pass (P), Merit (M) or Distinction (D) – students whose level of achievement is below Pass will be classified as Fail A, Fail B, Fail C or Fail D, depending on the number of marks achieved.

Students can register for this qualification from September 2017. Study materials are available from January 2018 and the first certification opportunity will be August 2018.

Prior knowledge, skills and understanding
Students do not need to achieve any other qualifications before registering for the qualification. No prior knowledge, skills or understanding are necessary. There are no formal entry requirements and the qualifications are suitable for non-degree holders, although it is recommended that the student is working in a relevant occupation.

Assessment
The modules within the qualification are externally assessed via one closed-book examination that will cover content from each module. The examination is set and marked by ICSA and the pass mark is 50 percent. See the *Qualification structure* section for further information.

The examination provides independently assessed evidence of learning. It also enables students to demonstrate the range of transferable skills they have developed throughout their programme of study by requiring them to apply their knowledge in unfamiliar contexts.

Module format

Module title
The title describes the content of the module.

Level
All the modules in this syllabus document are at Level 4, which is equivalent to first-year undergraduate in the UK.

Module type
All of the modules in this syllabus document are compulsory.

Total hours study time
This is the total number of hours that students are expected to take to study the module. This time incorporates module webinars, self-study with the study text, wider reading and reflection on work experiences, practice assessment tasks and exam preparation.

Introduction
The introduction provides a snapshot of the module and summarises the learning outcomes.

Learning outcomes
The learning outcomes of a module set out what a student is expected to know, understand or be able to do as the result of a process of learning.

Module content
This section identifies the breadth of knowledge, skills and understanding needed to achieve each of the learning outcomes through a programme of study.

Topic
Each learning outcome is broken down further into a series of themes that should be covered in the programme of study for the module.

Exemplification
The content of this section provides the range of subject material to be studied under each topic heading.

Qualification structure

This qualification comprises four modules and is assessed via **one** three-hour (plus 15 minutes' reading time) closed-book examination which is set and marked by ICSA. Students must pass this paper to be awarded the qualification. The pass mark is 50 percent.

Module number	Modules	Total hours study time	% weighting
1	The Sports Governance Landscape	60	30
2	Governance Structures	70	35
3	Risk, Compliance and Finance	40	20
4	Engaging with Stakeholders	30	15
	Total	**200 hours**	**100%**

Modules

Module 1

The Sports Governance Landscape

Level: **4**

Total hours study time: **60**

Introduction

This module provides essential knowledge of the sporting, regulatory and policy environments that affect governance in sports organisations. This will enable the development of a sound understanding of sports governance in a national and international context. It will also build an understanding of the corporate and sports governance challenges facing the sector.

Learning outcomes

In this module you will:

1   Understand how the principles of good governance are applied by sports organisations in the UK
2   Know the legal and regulatory issues which impact on the governance of UK sports organisations and the codes that assist compliance
3   Understand the different approaches to sports governance adopted in the UK
4   Be able to evaluate the impact of poor governance in sports organisations.

Module content

What needs to be learnt	
Section A: General principles of sports governance	
Topic	**Exemplification**
Defining governance in sport	• Defining sports governance • The concept of 'autonomy in sport' • Governance versus management: • differences according to the UK Corporate Governance Code 2016 • Reasons why governance is now considered an important issue in sport

Principles of good governance	• The importance of good governance in achieving organisational objectives
	• Fairness:
	  • participants and stakeholders who should be treated fairly
	  • the benefits of fairness to sports organisations
	• Accountability and responsibility:
	  • how to make the board of an organisation accountable through different types of accountability:
	    – fiscal
	    – legal
	    – market
	    – peer
	    – public reputational
	• Transparency:
	  • the importance of publishing rules and policies
	  • the benefits of transparency to sports organisations
	• Co-operation and collaboration:
	  • the importance of collaborating with organisations in other sectors
	• Proactivity – key elements of acting proactively

Sports organisations and governance structures in the UK	• Roles and responsibilities of different types of sports organisations:
	  • UK Sport
	  • Home Country Sports Councils
	  • national governing bodies
	  • national sports organisations
	  • regional bodies
	  • clubs and leagues
	• Organisations that use sport to achieve social and community outcomes

What needs to be learnt	
Section A: General principles of sports governance	
Topic	**Exemplification**

	• Governance structures in UK sports organisations:
	  • features of the pyramid structure
	  • the legal status of national governing bodies
	• Legal forms and organisational types of sports organisations in the UK:
	  • unincorporated association
	  • company limited by guarantee
	  • company limited by shares
	  • Community Amateur Sports Club status
	  • charitable legal structures
	• Differences between legal structures of professional and amateur sports organisations

The impact of poor governance on sports organisations	• Strategic failure, including:
	  • long-term aims of sports organisations
	  • the impact of changes in leadership
	• Business failure, including:
	  • the importance of budgeting
	  • the impact of the Code for Sports Governance 2017 (UK Sport/Sport England)
	• Reputational damage, e.g. independent review into the culture of British Cycling's world-class performance programme:
	  • media interest in the behaviour of sports organisations
	  • the importance of having a communications plan
	• Legal challenges, e.g. Jim Best appeal against British Horseracing Authority's disciplinary function:
	  • the impact of protracted legal proceedings on a sports organisation
	  • protection against the loss of people and knowledge
	• Reform and modernisation in the sport sector to address poor governance practice:
	  • issues with current sports governance practices
	  • key themes addressed by UK Sport's 2015 stakeholder consultation report
	  • tools to improve governance in sports organisations

What needs to be learnt	
Section B: Approaches to sports governance	
Topic	**Exemplification**
General approaches to governance	- Advantages and disadvantages of different approaches to governance: - rules-based approach - principles-based approach - stakeholder approach - integrated approach - enlightened shareholder approach
Codes of governance	- Principles of key sports governance codes and frameworks - Code for Sports Governance: - mandatory requirements for public funding - Governance and Leadership Framework for Wales - Northern Ireland Code of Good Governance for the Voluntary and Community Sector - Scottish Governing Bodies' Governance Framework - Voluntary Code of Good Governance for the Sport and Recreation Sector - Principles of Good Governance for Sport and Recreation - Better Boards, Stronger Sport: - tools for the development of good governance in sports organisations across Europe - The Basic Universal Principles of Good Governance of the Olympic and Sports Movement - Olympic Agenda 2020
Overview of the Nolan Principles	- Background to the Nolan Principles: - Committee on Standards in Public Life - individuals to whom Nolan Principles apply - The Seven Principles of Public Life: - selflessness - integrity - objectivity - accountability - openness - honesty - leadership - Application of the Nolan Principles to sports organisations: - how the Nolan Principles support organisational values - adopting the Nolan Principles within governance frameworks - applying the Nolan Principles to board members

What needs to be learnt	
Section B: Approaches to sports governance	
Topic	**Exemplification**

Relevant legislation	• UK Charities Acts:
	   • England and Wales
	   • Scotland
	   • Northern Ireland
	• Duties of trustees under the Charities Act 2011:
	   • ensuring charity is carrying out its purposes for the public benefit
	   • complying with the governing document (equivalent to the articles and memorandum) and the law
	   • acting in the charity's best interests
	   • managing resources responsibly
	   • acting with reasonable care and skill
	   • ensuring accountability
	• Charity Governance Code 2017
	• Key provisions of the Companies Act 2006:
	   • formation of a company
	   • members and management
	   • decision-making – meetings and resolutions
	   • accounts and audit
	• Duties of directors under the Companies Act 2006:
	   • act within powers
	   • promote the success of the company
	   • exercise reasonable care, skill and diligence
	   • avoid conflicts of interest
	   • declare interests in proposed transactions with the company
	   • not to accept benefits from third parties
	• Equality Act 2010:
	   • aims of the act
	   • provisions relating to private members' clubs
	   • gender reassignment in sport
	• Health and safety:
	   • Health and Safety at Work Act 1974
	   • the role of the Sports Grounds Safety Authority
	• Stationery requirements according to legal status of an organisation

What needs to be learnt	
Section C: Governance and business challenges in sport	
Topic	**Exemplification**
Governance and business challenges in the sport sector	- Doping, including: - the role of the World Anti-Doping Agency (WADA) - the role of national anti-doping organisations e.g. UK Anti-Doping (UKAD) - the impact of doping scandals on sport - Gambling, including: - spot betting, match fixing and the role of Europol - Governance corruption and ethical leadership: - the role of national and international bodies in overseeing sport - Safeguarding: - the purpose of Standards for Safeguarding and Protecting Children in Sport 2002 - Equality, diversity and inclusion: - the impact of sexual and racial discrimination in sport - requirements of the Code for Sports Governance - the impact of the Equality Standard for Sport framework - Volunteers: - the importance of volunteers in sport - the purpose of the Social Action, Responsibility and Heroism Act 2015 - Financial and commercial challenges: - the importance of building commercial strategies - Negotiating the complex legal and regulatory environment: - compliance with regulations of key acts, e.g. Charities Act 2011
Influence of sporting federations over membership bodies	- Governance of sport globally: - responsibilities and governance models of international federations - the role of representative bodies: - the Global Association of International Sports Federations (GAISF) - the International Working Group on Women and Sport (IWG) - The impact of Olympic and Paralympic status on the growth and development of sports - Advantages and disadvantages of hosting major sporting events: - impact on key areas – social, political, sporting and workforce development and volunteering - How national sports bodies can achieve international influence - the benefits of effective stakeholder management

Module 2

Governance Structures

Level: **4**

Total hours study time: **70**

Introduction

This module outlines how organisations establish responsibility and delegate authority effectively, adopting different decision-making mechanisms and structures. The module reviews the differing ways in which individuals are appointed to the board and the challenges of managing conflicts of interest in sport.

Learning outcomes

In this module you will:

1 Understand the roles and responsibilities of the board and board members
2 Understand how sports organisations can build effective strategic relationships with a diverse range of stakeholders
3 Be able to apply appropriate processes to address conflicts of interest.

Module content

What needs to be learnt	
Section A: Governance structures	
Topic	**Exemplification**
Governance structures in sports organisations	- The impact of governance structures on decision-making - Articles and the memorandum of association: - Companies House templates - constraints and limitations - Differences between articles of association, rules, standing orders and constitution - Boards, councils and executive committees: - requirements of the Code for Sports Governance - the benefits of having an executive committee - The role and contribution of committees: - how committees provide scrutiny and support, e.g. audit committee, sport discipline committee - Advisory and working groups, including: - the National Council for Voluntary Organisations' (NCVO) Good Trustee Guide
Divisions of responsibility	- Responsibility: - responsibility of the board for the long-term success of an organisation - the board as the ultimate decision-making body - Powers: - powers of the board as enshrined in the governing document - rights of shareholders and members - Authority: - effective delegation of authority to senior executives and committees, including terms of reference - delegation to external organisations - Accountability: - holding individuals and committees to account - practical steps to be taken by the board
Understanding the internal decision-making environment	- How structures affect governance in sports organisations: - the importance of clearly defined structures - mechanisms to help govern the operations of the organisation - Facilitating good decision-making, including: - guidance for directors and company secretaries on good boardroom practice - the role of the chair

What needs to be learnt	
Section A: Governance structures	
Topic	**Exemplification**
	• Consequences of poor decision-making, including: ○ financial and reputational impact on sports organisations

Purpose of a sports organisation	• Establishing organisational core purpose:
	   ○ vision
	   ○ mission
	   ○ purpose
	   ○ examples from the sport sector – national governing bodies and clubs
	 • Developing a vision, mission or purpose statement:
	   ○ focusing on impact
	   ○ engaging stakeholders in the process of establishing a vision, mission or purpose
	 • The benefits of developing a vision or mission for the organisation, including:
	   ○ providing the board, staff and volunteers with strategic and aspirational direction
	   ○ ensuring decision-making remains focused on the vision, mission or purpose

What needs to be learnt	
Section B: Roles and responsibilities	
Topic	**Exemplification**
Role and duties of the board	- Separation of powers: - executive powers - supervisory responsibility - Setting strategic direction and objectives: - the difference between values, objectives and strategy - Consequences of not having a strategy: - financial impact - reputational damage - employee/volunteer de-motivation - Matters reserved for the board - Roles and responsibilities of directors, including: - recommendations of the UK Corporate Governance Code 2016 - Financial Reporting Council (FRC) Guidance on Board Effectiveness 2011 - Liabilities of directors: - personal liabilities of directors - legal responsibilities as set out in Companies Act 2006 (directors' duties) - possible legal sanctions both individually and collectively - Evaluating board effectiveness: - requirements of the Code for Sports Governance - advantages and disadvantages of internal and external reviews
Appointing board members	- Requirements of the Code for Sports Governance, including: - diversity – developing inclusive sport - Unitary and two-tier board systems - Size and composition of the board: - advantages and disadvantages of small and large boards - features of boards in different sports organisations - the importance of key roles in the boardroom - Conducting a skills audit: - benefits of a skills audit - finding board members with the right competencies, skills and knowledge - Ways in which individuals can be appointed to the board: - effective appointment processes - advertising to broaden the talent pool

What needs to be learnt	
Section B: Roles and responsibilities	
Topic	**Exemplification**

	• The induction process:
	   • features of a comprehensive induction programme for new board members
	   • key information for new board members
	• Succession planning, including:
	   • preparing for known and unknown changes to the board

Roles and responsibilities of other stakeholders	• Provisions of the Code for Sports Governance in relation to stakeholders
	• Trustees, guardians and governors, including:
	   • differences between roles
	• Members and shareholders:
	   • relationship between the organisation and its members
	   • relationship between the board and members
	   • rights of members, e.g. to receive annual reports and accounts, to vote at general meetings
	   • powers of members, e.g. voting powers at general meetings
	• Volunteers:
	   • principles of workforce management
	   • benefits of workforce development plans
	• The role of the company secretary in assisting in the governance and administration of the organisation's affairs:
	   • defining the role of the company secretary
	   • company secretary's legal duties
	   • other duties, including supporting the administration and recording the outcomes of meetings
	• Partners' and suppliers' responsibilities:
	   • Institute of Business Ethics' report – Stakeholder Engagement: Values, Business Culture and Society 2016
	   • Sports Councils' assurance frameworks
	   • procurement policies
	• The role of the board in ensuring effective stakeholder relations:
	   • identification of key stakeholders
	   • developing a stakeholder strategy
	   • providing assurance to investors

What needs to be learnt	
Section C: Conflicts of interest	
Topic	**Exemplification**
Conflicts of interest	- Definition of a conflict of interest, including: - duties of directors and trustees under the Companies Act 2006 and the Charities Act 2011 - conflicts of interest that may arise in sports organisations - How to manage conflicts of interest: - conflict of interest policy - establishing a register of interests - board members' and senior staff declarations of interest - maintaining a gifts and hospitality log - Independence on the board: - definition of independence – requirements of the Code for Sports Governance - the role of independent non-executive directors in sports organisations - Other stakeholder groups: - regulators - commercial partners and sponsors - funders - the media - The effect of conflicts of interest on the long-term interests of sports organisations: - professionalisation of amateur sports bodies
Other issues in sports governance where conflicts of interest can arise	- Budgeting and forecasting, including: - key elements of organisational business planning - financial consequences of organisational objectives - Financial reporting and auditing, including: - key financial statements - financial reporting standards - practical problems with accounting standards - Directors' remuneration: - responsibilities of the board - disclosure - shareholder approval - Organisation–stakeholder relations, including: - understanding relationships - the impact of stakeholder relations on performance - Risk-taking and the management of risk: - requirements of the UK Corporate Governance Code 2016 - fiduciary relationships - statutory requirements

What needs to be learnt	
Section C: Conflicts of interest	
Topic	**Exemplification**

	• Duties of board members in relation to conflicts of interest:
	  • diligence
	  • loyalty
	  • obedience
	• Communication (including e-communication) and information transfer between directors and stakeholders:
	  • restrictions under the Companies Act 2006
	• Ethical conduct and corporate social responsibility (CSR):
	  • CSR strategy

Module 3

Risk, Compliance and Finance

Level: **4**

Total hours study time: **40**

Introduction

This module focuses on key regulatory, compliance and ethical aspects of sports governance, including the identification and management of risk and the need for ethical leadership in sport. It also builds an understanding of the financial, compliance and legal requirements faced by sports organisations.

Learning outcomes

In this module you will:

1   Understand the importance of assessing and managing risk
2   Understand how compliance and ethical challenges in sport impact on sports organisations
3   Understand regulatory and legal requirements for financial planning, reporting and control.

Module content

What needs to be learnt	
Section A: Managing risk	
Topic	**Exemplification**

Overview of risk	• Common risks facing sports organisations
	• The nature of risk, including:
	  ○ the distinction between strategic risk and operating risk
	• Categories of business risk:
	  ○ reputation risk
	  ○ competition risk
	  ○ business environment risk
	  ○ financial risk
	  ○ liquidity risk
	• Differences between business risk and exceptional risk
	• Risk appetite and risk tolerance, including:
	  ○ Institute of Risk Management guidelines 2011
	  ○ how to avoid 'risk blindness'
	• The differences between risks and hazards

Risk management policies, systems and procedures	• Board responsibility for management of risk
	• Responsibility for risk at operational levels
	• Developing a risk strategy:
	  ○ The Turnbull Report – Internal Control: Guidance for Directors on the Combined Code
	  ○ the importance of risk assessment
	  ○ tools used to rate the likelihood and impact of risks
	• Risk management:
	  ○ different elements of risk management
	  ○ the purpose of internal controls
	  ○ how to reduce the impact of strategic risks:
	    − tolerate
	    − transfer
	    − trim
	    − terminate
	• Differences between the corporate and operational risk register
	• The importance of risk training

What needs to be learnt	
Section A: Managing risk	
Topic	**Exemplification**

Risks specific to sports organisations	• Maintaining integrity in sports organisations
	• Illegal gambling and betting, including:
	   ◦ development of anti-bribery and whistleblowing policies
	   ◦ Sports Betting Group Code of Practice
	• Doping in sport:
	   ◦ the impact of increasing drug use in sport
	   ◦ educational sessions for participants, coaches and volunteers
	   ◦ development of anti-doping policy
	• Paralympic classification:
	   ◦ the importance of clear and transparent classification processes
	• Duty of care:
	   ◦ bullying, harassment and grooming in sports organisations
	   ◦ high-profile cases, e.g. 2017 investigations into allegations of abuse at British Cycling
	   ◦ recommendations of Duty of Care in Sport Review 2017
	• Athlete selection:
	   ◦ the role of Sport Resolutions UK
	   ◦ the importance of robust selection policy and appeals processes
	• Access to facilities:
	   ◦ accessibility for disadvantaged groups
	   ◦ facility ownership
	• Other non-financial risks:
	   ◦ physical education and organised sport
	   ◦ obesity and children dropping out of sport

What needs to be learnt	
Section B: Ethics, compliance and legislation	
Topic	**Exemplification**

Ethics and behaviours	• Participant welfare
	• Duty of care in different areas of sport:
	  • education – supporting participants in their education and other areas of interest
	  • transition – life before and after sport
	  • representation of the participant's voice – the importance of participants in the running of an organisation
	  • equality, diversity and inclusion – benefits of a diverse board
	  • safeguarding – needs of children, adults and other vulnerable participants
	  • mental welfare – how to deal with mental health issues in sport
	  • safety, injury and medical issues – the importance of participant welfare
	• Disclosure and Barring Service (DBS) checks:
	  • regulated activities
	  • the importance of developing a safe-recruitment policy
	• Use of social media:
	  • how to maximise the benefits of social media in different areas of sports organisations

The effects of ethics on governance in sports organisations	• Different types of ethics, differences between them and how they impact on governance:
	  • personal ethics
	  • business ethics
	  • professional ethics
	  • fair play ethics
	• The importance of implementing a code of ethics:
	  • key areas to be addressed, including doping and corruption
	  • values of fairness, integrity, responsibility and respect

Key compliance rules and regulations	• Discrimination and equality:
	  • articles of the European Convention on Human Rights
	  • protected characteristics and forms of discrimination under the Equality Act 2010
	• Money laundering:
	  • Proceeds of Crime Act 2000
	  • steps sports organisations can take to prevent money laundering

What needs to be learnt	
Section B: Ethics, compliance and legislation	
Topic	**Exemplification**
	- Bribery and corruption: - Bribery Act 2010 – how to ensure compliance with the act - Insolvency: - Insolvency Act 1986 - common reasons for liquidation - Whistleblowing/reporting: - situations in which the need for whistleblowing may arise - Public Interest Disclosure Act 1998
Compliance processes and procedures	- Reporting mechanisms: - areas where confidential channels of reporting are necessary - requirements and features of reporting mechanisms - Control functions: - areas of organisations which require internal controls - different types of internal controls - preventive - detective - corrective - Incident planning: - reasons why an incident may arise - different ways of dealing with incidents

What needs to be learnt	
Section C: Finance	
Topic	**Exemplification**

Financial compliance to legal requirements	• Financial probity
	• Accounting principles:
	  • prudence
	  • accruals
	  • going concern
	  • consistency
	  • substance over form
	  • separate determination
	• Filing accounts and the disclosure of income and funding
	• Key International Financial Reporting Standards (IFRS)

Financial controls	• Accounting standards
	• Financial statements
	• Operating metrics e.g. profit margins
	• Policies, in areas including:
	  • general ledger
	  • reconciliations
	  • invoicing
	• Segregation of duties, e.g. purchase orders and approval
	• Audit trail
	• Information security

Role of an external auditor	• Restrictions on who can be an external auditor • Non-audit services • The role of the audit committee in external auditing
The importance of effective financial reporting	• How to monitor, evaluate and control the income and expenditure of an organisation • Users of financial information: • the importance of communicating financial performance to appropriate audiences • The benefits of effective decision-making

Ensuring budgets align with the organisational and finance strategies	• Defining organisational objectives
	• Operational strategies – how an organisation achieves its strategies
	• The importance of allocating responsibility to staff:
	  • rewards for high performance
	• Analysis of variance:
	  • comparing actual performance to budgeted performance

Module 4

Engaging with Stakeholders

Level: **4**

Total hours study time: **30**

Introduction
This module looks at the way in which meetings are conducted, including annual general meetings. Also covered are the different methods of communicating with stakeholders, including social media, and the various sources of funding and support available to sports organisations.

Learning outcomes
In this module you will:

1   Understand how to prepare for and conduct meetings effectively
2   Be able to evaluate the most appropriate forms of communication to use with key stakeholders
3   Understand the sources of funding for sports organisations and the governance requirements associated with funding awards.

Module content

What needs to be learnt	
Section A: Preparing for and conducting meetings	
Topic	**Exemplification**

Before meetings	• Notice, including:
	  • minimum notice periods
	  • legally required content
	  • recommended additional steps
	  • validly serving notice and time periods
	  • special and short notice periods
	• Agenda, including:
	  • apologies
	  • approval of minutes
	  • any other business
	• Proxies, including the right to appoint proxies
	• Practical preparation:
	  • additional items, including copies of Companies Act 2006 and the organisation's constitutional documents

During meetings	• On the day:
	  • note-taking
	  • supporting the chair
	• Establishing and achieving quorum
	• Voting rights, including:
	  • rights of members
	  • responsibility for counting votes
	  • advantages and disadvantages of different methods of voting

After meetings	• Basic elements of minute taking
	• The importance of a transparent audit trail, including:
	  • requirements for the storage of minutes
	• Other post-meeting actions:
	  • filing documents with Companies House

Annual general meetings (AGMs)	• Purpose of annual general meetings (AGMs), including:
	  • compliance with legislative requirements
	  • presentation of financial accounts
	  • reporting to members on activities of the organisation
	• The importance of AGMs
	• Conducting the AGM, including:
	  • finding a suitable venue
	  • the role of the chair
	  • guidance on how to deal with obstructive members

What needs to be learnt	
Section B: Stakeholders and funding	
Topic	**Exemplification**

Communicating with stakeholders	• Suitable channels of communication:
	  • developing appropriate methods and tools to communicate, including:
	    – emails
	    – online meetings
	    – social media
	  • legislation, guidance and policies related to use of social media
	• Changing message according to audience:
	  • creating relevant messages for key stakeholders:
	    – members
	    – commercial partners
	    – funders
	• Best practice with electronic communications:
	  • accessible formats and communications, including meeting requirements of the Equality Act 2010
	  • Web Content Accessibility Guidelines
	• Benefits of using electronic communications with members:
	  • cheaper, more environmentally friendly, easier to communicate with foreign members
	• Social media as a marketing and engagement tool:
	  • benefits of using social media and other online platforms

Funding	• Sources of funding:
	  • public funds:
	    – different investment priorities for UK Sport and Home Country Sports Councils
	  • National Lottery and small grants
	  • membership and customer revenue
	  • in-kind support:
	    – partnerships between commercial and sports organisations
	• Obtaining public funding:
	  • mutual benefit and shared goals
	  • conditional funding requirements
	• Reports to stakeholders on compliance with funding agreements:
	  • assurance frameworks and resources dedicated to monitoring funded organisations
	  • financial reporting
	• How stakeholder expectations are changing