Certificate in Sports Governance

Discovery Pack

Overview

This discovery pack has been created to give you an in-depth understanding of what is involved in studying for the Certificate in Sports Governance.

The pack is divided into five sections:
- Introduction
- The short syllabus
- Study text sample chapter
- Sample exam paper
- How to register

Introduction
The introduction tells you, at a glance, what the certificate involves. It provides key details such as entry requirements, study mode, content and benefits of the certificate.

The short syllabus
The short syllabus provides more details about the certificate: key features and qualification structure.

Study text sample chapter
We have included a chapter from the study text to give you a taster of the subject matter and format of the material that we provide to support your learning.

Sample exam paper
An exam paper adapted from the November 2018 session is included in this pack. This will give you an accurate example of what could be asked in the exam and how it is structured.

How to register
The final section of this pack explains how you can register for the Certificate in Sports Governance.

INTRODUCTION

Certificate in Sports Governance

Champion good governance in sport

Experience/qualifications: No prior qualifications required
Study mode: Self-study
Support: Webinar taught course. We provide textbooks and support resources such as examiner's reports and past papers. Students are also very welcome at ICSA events
Cost: £700 – 1,000
Dates: Register anytime. Exam in June
Web: icsa.org.uk/discoversportqual

This Level 4 programme provides an introduction to the governance challenges faced by the sport sector. It focuses on equipping those who work in the sports sector with the knowledge and key skills necessary to develop good governance practices within their organisation including applying the key principles of UK Sport's Code for Sports Governance.

With public funding for sporting bodies in the UK dependent upon their being able to demonstrate they have in place effective governance practices in place, this accessible and practical qualification is invaluable for anyone working in a governance role in the sector.

Content
The course requires around 200 hours' study time over nine months. The qualification covers several key topic areas including:
- the sport governance landscape
- developing effective governance structures in sports organisations
- compliance requirements of key statutory policies
- financial arrangements that ensure best practice
- building effective relationships with stakeholders

Benefits
You will gain:
- insight into mitigating poor governance and lack of accountability so as to prevent reputational damage; and
- detailed understanding of UK Sport's Code for Sports Governance, and of how compliance with its requirements can impact upon funding.

THE SHORT SYLLABUS

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 once a year in June

- 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.

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%. 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.

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	Description
1	The Sports Governance Landscape	60	30	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.
2	Governance Structures	70	35	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.
3	Risk, Compliance and Finance	40	20	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.
4	Engaging with Stakeholders	30	15	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.
	Total	**200 hours**	**100%**	

ICSA Study Text

Sports Governance

Amanda Bennett, Kevin Carpenter and Rob Wilson

icsa

The Governance
Institute

Chapter three
Governance and business challenges in sport

Key topics

1. Governance challenges in the sport sector
2. Influence of sporting federations over membership bodies

Introduction

This chapter outlines the ways in which boards can demonstrate ethical leadership and address governance risks. The sport sector faces new challenges to its integrity with corruption and illegal gambling, which have affected consumer and stakeholder confidence. International federations have a critical role to play in governing sports at the international level, and we shall explore their influence on NGBs.

1. Governance challenges in the sport sector

The governance challenges facing sports organisations are multiple and complex, including doping and match fixing. Both of these have created significant threats to the integrity of the sector as a whole.

1.1 Doping

Doping refers to the use of banned substances and prohibited methods to improve athletic performance and it has become a significant risk to the integrity of sport. In 1999, to combat the rise in the use of prohibited drugs, the World Anti-Doping Agency (WADA) was established as an international agency composed and funded equally by the sports movement and world governments.

One of WADA's most significant achievements is the development of the World Anti-Doping Code, first published in 2004. The Code aims to harmonise anti-doping policies, rules and regulations within sports organisations and among public authorities. In order for sports to be included on the Olympic

and Paralympic Games programmes, international federations and Olympic and Paralympic Committees must demonstrate compliance with the Code. There is usually a National Anti-Doping Agency that creates national anti-doping policies, but some smaller nations work as part of a Regional Anti-Doping Division. Each national anti-doping policy is wholly aligned with the Code to ensure that the same standards, rules, regulations and sanctions apply as athletes progress from national to international competition. NGBs must demonstrate compliance with the national policy to receive public funding.

Doping scandals have caused significant harm to the integrity and reputation of sport. In the 1998 Tour de France, none of the riders was caught doping by any of the ordinary doping controls at the time. Nevertheless, police searches and interrogations proved the existence of organised doping by the Festina and TVM teams, which consequently had to withdraw from the race. Years later, retrospective tests and rider confessions confirmed that erythropoietin (EPO) was something the majority of riders had been using. In 2013 Lance Armstrong, who had won seven Tours, was stripped of his titles and banned from cycling for life after admitting the use of **performance-enhancing drugs** (PEDs).

performance-enhancing drugs
Substances that have the potential to enhance sport performance, represent a health risk to the athletes or violate the spirit of sport (World Anti-Doping Agency).

Following an investigation into the mishandling of doping tests and corruption at the International Association of Athletics Federations (IAAF) and reports from investigative journalists, Richard McLaren was commissioned by WADA to investigate allegations of systematic doping by Russian authorities. His report, presented in 2016, concluded that it was 'beyond reasonable doubt' that Russia's Ministry of Sport and WADA-accredited laboratory had 'operated for the protection of doped Russian athletes'. Russian sport and ministerial authorities rejected the report's conclusions; however, the entire Russian athletics team was suspended from all competitions by the IAAF. Individual Russian athletes who could demonstrate they had trained outside of Russia under a robust anti-doping regime were allowed to compete under a neutral flag. In addition, the International Paralympic Committee (IPC) voted to ban all Russian athletes from the Rio Paralympic Games. The IOC allowed international federations to decide on Russia's inclusion in their respective sports at the Rio Games.

Committing an anti-doping rule violation (ADRV) means that an athlete, coach or athlete support person could be liable for a sanction which may include a ban from the sport. The sanction for intentional cheating is a four-year ban for the first offence, and individuals are likely to receive at least a two-year ban for inadvertent doping. If banned, the athlete, coach or athlete support person cannot participate either in their sport or any other sport that follows WADA rules, including non-Olympic sports.

Sports and media commentators have suggested that drug-testing techniques do not evolve as quickly as PED development. This means, as demonstrated on the Tour de France in 1998, that testing alone will not necessarily identify athletes who take PEDs. Subsequently, the IOC, IPC and international federations have introduced retrospective testing that applies new techniques to samples from previous events. Several athletes have been banned because their samples tested positive, including medallists from the Beijing and London Olympic Games.

National anti-doping organisations, such as UK Anti-Doping (UKAD), have turned to specialists outside the world of sport to enhance intelligence gathering on doping. Although doping in sport is not a criminal offence in the UK, UKAD is increasingly drawing on legal and law enforcement expertise to identify the ways in which PEDs are sourced and supplied. Intelligence is also applied to the testing programmes, with some sports prioritised over others. This policy relates to the physical requirements of the sport and historical testing results – for example, weightlifting, track sprinting and endurance events are deemed high-risk sports when compared to golf or archery.

International federations have sought to control doping through the establishment of sport-specific integrity units. The international federations for athletics and rugby have created such units with online platforms that enable confidential reporting of suspected doping.

1.2 Gambling

Online gambling has created a significant shift in public engagement with betting on a range of sports. Moreover, individual sportsmen and women and officials have become targets for illegal gambling as the potential for financial gains increase.

Spot betting, also known as spot fixing, involves betting on a small detail that may occur in a contest, for example, the exact timing of the first no-ball in a cricket, or whether the first serve in a tennis match is a double fault. In several cases, players have placed bets themselves and contrived to ensure the named event occurred. These include Southampton footballer Matt Le Tissier in a game against Wimbledon in 1995. With bookmakers predicting that the ball would go out of play for the first time after a minute, Le Tissier conspired to find touch almost immediately after kick-off and then make money having 'bought' under one minute; however, a team mate managed to keep the ball in play.

In 2011, members of the Pakistan national cricket team were convicted of taking bribes from bookmaker Mazhar Majeed to under-perform deliberately at certain times in a test match against England. The plan was for bowlers Mohammad Amir and Mohammad Asif to bowl no-balls at specific points in an over. This information was used by gamblers to place bets and, when the no-balls were bowled, secure big wins. A *News of the World* undercover operation exposed Majeed, Amir, Asif and another bowler, Salman Butt. They were all suspended by the International Cricket Council (ICC) and, following criminal investigations, given prison sentences.

Match fixing consists of dishonestly determining the outcome of a contest. In order to win a bet, gamblers approach players and officials and offer bribes to perform poorly on purpose so that they or their team loses the contest. This is problematic in team sports because it is difficult to involve the majority of the players and also managers and officials.

In 2013 Europol announced it had been investigating gambling in football. A total of 680 matches in 30 countries were investigated, 13,000 emails were analysed and 425 suspects identified, of whom 50 were arrested. The breadth

of the investigation was unprecedented and helped to highlight the scale of the problem facing sport.

The IOC and a number of international federations have set up integrity units to monitor, investigate and manage gambling-related issues. These include the International Tennis Union and the ICC. In the UK, the Gambling Commission has also established the Sports Betting Intelligence Unit (SBIU) to help protect the integrity of sport and betting. The Commission has set up a confidential intelligence line to encourage alerts and has the power to bring prosecutions regarding criminal offences under S. 42 of the Gambling Act 2005.

This work is further supported by the Sports Betting Group, chaired by the Sport and Recreation Alliance, which brings together sports, player representative groups and experts to provide leadership and share good practice.

1.3 Governance corruption and ethical leadership

The national and international bodies that oversee different sports must ensure that the core values on which sport is founded are clearly communicated and upheld. The IOC, for example, highlights that one of its primary roles is 'to encourage and support the promotion of ethics and good governance in sport'. Creating robust policy frameworks and internal control systems assures members, athletes and other stakeholders that the board acknowledges and accepts this responsibility.

The organisers of international events are required to make decisions that have billion-dollar implications and affect a wide range of stakeholders. They are responsible for the selection of the host country and venue, the concession of broadcasting rights to TV networks and the negotiation of sponsorship deals with multinational organisations. Facing significant pressure from different stakeholders, sports bodies have not always been able to manage these relations properly and failed to prevent corruption taking hold.

In 2016, four senior IAAF officials were banned for life following an investigation into corruption, blackmail and extortion. An independent ethics commission found that the senior officials had conspired to conceal anti-doping violations in return for significant sums of money. The IAAF President's son, Papa Massata Diack, was one of the banned officials and the President, Lamine Diack, was also investigated for his involvement in corrupt practices. These investigations were undertaken at the same time as FIFA officials were being arrested and tried for corruption, creating a perception of sports leadership that was more about money and power than fair play.

In 2016 the IAAF approved constitutional changes that introduced greater checks and balances to eliminate the ability of the President to take major decisions alone, as was previously the case under Lamine Diack.

Clubs, community groups, NGBs and international federations have a board or executive committee that is tasked with setting the vision and values of the organisation. Board members are also required to demonstrate consistently the values if others in the organisation are to do the same.

1.4   Safeguarding

The Protection of Freedoms Act 2012 established the **Disclosure and Barring Service (DBS)**, which processes criminal records checks and manages the Barred Children's and Barred Adults' Lists of unsuitable people who should not work in regulated activities with these groups. If someone, whether paid or unpaid, is in regulated, face-to-face contact with children under 18 years of age or vulnerable adults, it is highly likely they will need a DBS check. This might mean that everyone from the referee to the physiotherapist may require a check – whether that be basic, enhanced or just a self-declaration form.

Disclosure and Barring Service (DBS)
A government service which helps employers make safer recruitment decisions and prevent unsuitable people from working with vulnerable groups, including children, by checking the backgrounds of certain individuals.

Sports boards should ensure that the organisation has assessed the level of check required for each role and that these are comprehensively managed. Safeguarding should be listed on the risk register with policies, procedures and accountability established and reviewed regularly. Further guidance is available from the NSPCC and Child Protection in Sport Unit (CPSU).

It is likely that safeguarding will appear in the organisation's risk register as, while processes and education will assist in mitigating the likelihood of a safeguarding incident, the impact will always be high. With this in mind, sports are expected to prioritise their safeguarding strategies.

Standards for Safeguarding and Protecting Children in Sport
All organisations across the UK must meet safeguarding standards in order to receive sports council funds. The Standards for Safeguarding and Protecting Children in Sport were launched in 2002 and their purpose is to:

◆ help create a safe sporting environment for children and young people and protect them from harm;

◆ provide a benchmark to assist those involved in sport to make informed decisions; and

◆ promote good practice and challenge practice that is harmful to children.

The Standards for Safeguarding and Protecting Children in Sport are available on the CPSU website: https://thecpsu.org.uk/media/1040/english-standards.pdf.

The CPSU is a partnership between the NSPCC, Sport England, Sport Northern Ireland and Sport Wales. In Scotland there is a similar partnership between Children 1st and sportscotland.

The Ann Craft Trust (ACT) receives funding from Sport England for the Safeguarding Adults in Sport project to help NGBs, regional partnerships and sports clubs to develop best practice in safeguarding adults at risk. The ACT also provides sport-specific guidance and training to sports bodies.

1.5   Equality, diversity and inclusion

The Equality Act 2010, covered in Module 2, Chapter 2, sets out the organisation's legal duties. Discrimination in sport is illegal and widely condemned by stakeholders. Widening access can increase participation,

membership and the number of volunteers and coaches; a more diverse board brings broader perspectives, skills and expertise to decision making, and inclusive organisations are more likely to secure public funds.

There have been several high-profile examples of sex discrimination in sport; for example, Lucy Ward successfully pursued an unfair dismissal and sex discrimination case against Leeds United football club in April 2016. Ward argued that she had been sacked in 2015 by the club's owner Massimo Cellino because she was the partner of former manager Neil Redfearn. The club was ordered to pay her £290,000, having claimed she was sacked for taking too much annual leave. The judge agreed with Ms Ward's legal team that the club had taken a 'sexist' view.

Football has faced several claims of institutional racism and sexism; however, the London Football Association (LFA) announced in August 2017 that it would overhaul its board as it aimed to better reflect the diversity of London. While retaining six directors with footballing experience, the LFA advertised for four independent directors with an emphasis on diversity in its search. The LFA is one of the few county football associations with a female CEO.

Within the Code for Sports Governance, one requirement for Tier 3 organisations funded by Sport England and UK Sport is to achieve at least 30% female representation on the board. Where the majority of a sport's board is female, at least 30% males are required. The governance challenge facing sports in meeting this requirement is the need to increase the number of women elected from within the sport. With less disposable time and income, greater caring responsibilities and lower participation rates, there are fewer female volunteers in sport than men. This reduces the talent pool available and can adversely affect the nomination process for board positions. Yet the requirement will have implications for the governance of sports bodies including NGBs, clubs and community organisations.

Equality Standard for Sport

The Equality Standard for Sport was launched in 2004, and by 2017 over 240 sports organisations across the UK were implementing the Standard framework. The Standard is owned by the five sports councils and is endorsed by the Equality and Human Rights Commissions. All funded organisations must meet relevant levels of the Standard. The first organisation to achieve all four levels was the London Organising Committee of the Olympic Games (LOCOG), which had made visible commitments to diversity in all aspects of the planning and delivery of the 2012 Games.

The Standard has also been implemented by organisations that do not receive funding, including the National Association of Karate and Martial Art Schools (NAKMAS) and the British Gliding Association. It helps ensure the organisation has in place the necessary policies and procedures to meet legal obligations.

It also assists in creating positive action schemes to attract more diverse participants, volunteers and decision-makers. One example is the Us Girls scheme run by Street Games. The project focused on 50 disadvantaged areas across England with over 34,000 young women taking part in the initial

sessions. It was presented, promoted and organised on the basis of what teenage girls wanted from activity and has been successfully replicated in Wales.

The sports councils have created a website that provides the background, requirements and resources associated with the Equality Standard: www.equalityinsport.org.

Test yourself 3.1

1. **What is the Equality Standard for Sport?**

2. **In what ways does the Standard assist sports organisations in respect of equality and diversity?**

1.6 Volunteers

With 3.2 million volunteers across the country, volunteering in sport is the biggest single sector. Join In, the scheme that aims to increase the number of volunteers in community sport, reported in 2014 that seven in ten sports clubs are looking for volunteers. The economic, health and social impacts of sports volunteering are reported in Join In's 2014 *Hidden Diamonds* report. The findings show that:

◆ sports volunteers have higher self-esteem, emotional well-being and resilience than those who have never volunteered;

◆ sports volunteers are 15% less likely to worry; and

◆ one volunteer creates the capacity for 8.5 more people to play, acting as a catalyst for multiplying benefits in their communities.

More information is available on the Join In website: www.joininuk.org.

Websites such as those of Sport England Clubmark and Sport Wales's Club Solutions offer practical guidance on the recruitment and retention of volunteers. By developing a clear plan, organisations can identify skills gaps, target under-represented groups and develop effective communications to attract new volunteers.

One of the legacies from the 2012 Games was the creation of the Spirit of 2012 charity that invests in national and international sports development projects. Included in the range of eligible projects is volunteering, and all Spirit-funded projects make use of volunteers in some capacity. Spirit of 2012 has developed a set of volunteering principles with which Spirit-funded projects must align. More information on these principles is available at www.spiritof2012trust.org.uk/our-volunteering-principles.

In 2015, the Social Action, Responsibility and Heroism Act 2015 came into force in England and Wales. Its purpose is to provide a greater degree of reassurance and protection to good Samaritans, volunteers and those who may be deterred from participating in socially useful activities due to worries about risk or liability. While the Act does not change the legal framework around claims

in negligence, it will consider the context in which alleged negligence occurs and whether the individual (e.g. a volunteer) demonstrated a predominantly responsible approach and was acting for the benefit of others. In a sporting context, this may provide assurance to club and community volunteers who might be deterred by risk or liability when volunteering.

Stop and think 3.1

Thinking of your organisation, what steps have you taken to protect volunteers so that they may undertake their roles safely and effectively?

1.7 Financial and commercial challenges

Public funding for most NGBs is the primary source of revenue and often features on organisational risk registers, as the loss of public and National Lottery support would have significant impacts on the sport as a whole. There is now a requirement to co-fund sports programmes and this is enshrined in UK Sport funding Principle 7, which states that:

> To secure the long-term financial sustainability of the high performance system, we will expect National Governing Bodies to 'co-fund' the World Class Programme, and will release resources only where there is evidence of financial need.

Sport England, in its strategy Towards an Active Nation, also places greater emphasis on the sector itself generating new sources of income. Investment Principle 7 states:

> In future that investment will be more limited and we will encourage the sector to diversify its funding from both private and other public sector sources. We will also encourage them to use their assets – including data – to generate income, and to reduce costs, for example, by sharing services.

The challenge is clear, and to assist in generating revenue from alternative sources, sports are seeking individuals with commercial expertise for their boards. Ultimately, public monies available to NGBs are not likely to reach the heights experienced around the London 2012 Games, so the board will have to give greater consideration to commercial strategies. Therefore, board appointments, especially open recruitment of independent board members, are increasingly seeking individuals with commercial experience as sports build commercial strategies to complement existing funding streams.

1.8 Negotiating the complex legal and regulatory environment

The first step for any board member in negotiating the complex legal and regulatory environment is to understand the board's role and its duties. These are covered in section 4 of Chapter 2 and section 1 of Chapter 4. The nature of the duties should be captured initially in the role description, and new board members should receive a full induction that expands on their legal responsibilities.

The Companies Act 2006 includes regulations relating to:

◆ the preparation and auditing of annual financial statements, for approval by the shareholders;

◆ the powers and duties of directors;

◆ other disclosures to shareholders, such as the requirement for companies to publish a strategic report in their annual report and accounts;

◆ the disclosure of information about directors' remuneration;

◆ general meetings of companies, and shareholder rights to call a general meeting; and

◆ shareholder voting rights at general meetings, including the right to re-elect directors and have a binding vote on the company's remuneration policy.

Organisations should appoint individual board members with governance knowledge and expertise and also appoint a company secretary. Unlike public companies, private companies are not legally required to appoint a company secretary and should check their Articles of Association to see if there is an express requirement to do so. If no company secretary is appointed, the tasks will still need to be completed.

The company secretary plays a central role in the governance of an organisation's affairs. They provide essential practical support to the directors, ensuring that statutory and regulatory requirements are met for the conduct and running of board meetings. They will also ensure that the statutory and regulatory requirements are met, particularly in relation to CA2006.

The role of the company secretary is covered in more detail in Module 2, Chapter 2.

All charities must comply with:

◆ the Charities Act 2011, which replaced most of the Charities Act 2006 and Charities Act 1992;

◆ the Charities (Protection and Social Investment) Act 2016, which strengthens the powers of the Charity Commission;

◆ the Trustees Acts 1925, 2000: the most recent Act concerns the powers of trustees regarding investments and delegation;

◆ Charity Commission regulation: requires compliance (depending on annual income) on the submission of annual returns, reports and accounts;

◆ the Statement of Recommended Practice (SORP) 2015, published by the Charity Commission;

◆ laws on trading, political activities and fundraising; and

◆ regulation covering people who are disbarred from acting as trustees under the Charities Act 1993 or the organisation's memorandum and articles.

Charities should also consider the appointment of someone with appropriate expertise to undertake the necessary regulatory tasks including the filing of accounts.

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Test yourself 3.2

1.   **List three pieces of legislation with which a charity must comply.**

2.   **How can a sports organisation ensure it has the necessary skills and knowledge to fulfil its regulatory duties?**

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2. Influence of sporting federations over membership bodies

2.1 Governance of sport globally

Sport can bring the world together through major events and it generates significant economic value. The Sport and Recreation Alliance reports that the sport economy contributes £6 billion to the Treasury. International development through sport has been established as an effective means of engaging and empowering disadvantaged communities across the world, and it can help address the fourth biggest cause of mortality, physical inactivity, as reported by the World Health Organization.

Despite the enormous potential of sport, international sports governance has faced significant challenges in recent years. The investigation by Richard McLaren into institutional doping led to the banning of the entire Russian Paralympic team from the Rio Games; in 2015, US federal prosecutors indicted a number of FIFA officials on cases of corruption which ultimately led to the resignation of FIFA President Sepp Blatter; and successive studies have reported governance failings by a number of international federations.

Sports governance is under greater scrutiny than ever, and organisations that run sport are under pressure to meet higher standards of conduct and leadership. Codes govern specific aspects of international sport, including the Olympic Charter. This is the codification of the principles of **Olympism**, rules and by-laws adopted by the IOC. It governs the organisation, action and operation of the Olympic Games. International federations, national Olympic committees and Olympic Games host cities must comply with the Charter, which is a governing document of significant reach and influence.

olympism
A philosophy of life, exalting and combining in a balanced whole the qualities of body, will and mind. Blending sport with culture and education, Olympism seeks to create a way of life based on the joy found in effort, the educational value of good example and respect for universal fundamental ethical principles (International Olympic Committee).

International federations
The organisation of each sport at the global level is the responsibility of international federations (IFs). Some have existed for over a hundred years – for example, FIFA was founded in 1904 – while others have only recently been established, such as the Boccia International Sports Federation, which was formed in 2012. Regardless of their history, IFs are non-governmental organisations that mostly fulfil similar functions. These include:

◆   responsibility for the integrity of their sport on the international level;

◆   affiliation of national federations administering sport at the national level;

◆ establishing statutes, practices and activities that conform to umbrella organisation standards, including the Olympic Charter;

◆ managing and monitoring the everyday running of the sport's disciplines;

◆ governing the sport at world level to ensure its promotion and development;

◆ supervising the development of athletes practising the sport at every level; and

◆ representing the sport.

As an example, the international federation for sailing, World Sailing, sets out its main responsibilities as follows.

World Sailing is responsible for:

◆ the promotion of the sport internationally;

◆ managing sailing at the Olympic and Paralympic Games;

◆ developing the Racing Rules of Sailing and regulations for all sailing competitions;

◆ the training of judges, umpires and other administrators;

◆ the development of the sport around the world; and

◆ representing the sailors in all matters concerning the sport.

In order for a UK NGB to be recognised as the sole body responsible for governing an Olympic or Paralympic sport, it will need to apply and receive recognition from the relevant IF for their sport. The NGB must meet certain criteria in terms of membership, structure and autonomy, and must commit to be bound by the statues, rules and systems established by the IF. IFs will only recognise one national federation in each country and it is through this body that administration of the sport, communication, democratic representation and the organisation of competitions are managed.

Although there is no single governance model for IFs, most will appoint members of the executive committee or board through democratic election processes. The International Canoe Federation is an example of this model:

> The International Canoe Federation (ICF) is a membership organisation that is responsible for the global sport of canoeing and comprises of five Continental Associations (CA) and 163 National Federations (NF). The ICF is the recognised international body for paddle sport and has representatives for nine (9) separate disciplines on its Board.

> The ICF's bi-annual congress, which is comprised of voting delegates from each of the NFs, is the supreme authority and is where rules, governance decisions and elections for the President, Vice Presidents (3), Treasurer (1) and Standing Committee Chairs (11) take place. The term for each of the ICF elected positions is four years.

> The appointed President is the chairperson for the Congress, Board of Directors and Executive Committee. The Board of Directors is collectively

responsible for the strategic direction of the sport, whilst the five (5) members of the Executive Committee ensure the decisions of the Congress and Board of Directors are implemented.

The five continents (Africa, America, Asia, Europe and Oceania) are also represented on the ICF Board with each electing Continental Representatives and a President during their respective Continental Congress.

In addition to the ICF Board of Directors, the nine (9) disciplines each have technical committees responsible for rules and international competition delivery – for example world championships and world cups. There is also an Athletes' Committee and Medical and Anti-Doping Committee. These committees are collectively referred to as Standing Committees (11).

Stop and think 3.2

How does your organisation engage with the International Federation for your sport? Think about the ways in which the rules of your sport are regulated and implemented at local, national, regional (European) and international levels. How would individual representatives from your clubs, counties or affiliated bodies seek election to international committees?

International sports federations form an integral part of the Olympic and Paralympic movements. Each Olympic sport is represented by its IF, which in turn helps administer its respective events during the Games. For a sport to become an Olympic sport, its IF must be recognised by the IOC. There are 35 recognised IFs.

Likewise, an IF must be recognised by the International Paralympic Committee (IPC) for its sport to become a Paralympic sport, although several Paralympic sports are governed the IPC itself. For example, disability track and field athletics is governed by the IPC under the name World Para Athletics.

In order to discuss common problems and decide on their events calendars, federations have formed associations including the Association of Summer Olympic International Federations (ASOIF), the Association of International Olympic Winter Sports Federations (AIOWF) and the Association of IOC Recognised International Sports Federations (ARISF).

The autonomy of sport is recognised by the United Nations and its specificity is enshrined in the Lisbon Treaty signed by all EU states in 2007. In essence, governments are discouraged from interfering in sporting affairs at the international or national level unless it is a pure economic activity, in which case it falls outside the scope of the 'specificity' provision. Under Rule 25 of the Olympic Charter of 1949, being 'independent and autonomous' became a requirement for recognition of the national Olympic committees by the IOC. Thus sport is self-regulating.

Test yourself 3.3

List three of the most common functions of an international federation.

Representative bodies

There is a wide range of international sports organisations that represent federations including the Global Association of International Sport Federations (GAISF), the umbrella organisation for all Olympic and non-Olympic international sporting federations. The GAISF has strict membership criteria and, for non-Olympic sports, especially new sports such as parkour and skateboarding, GAISF membership is a significant step towards sole recognition at world level.

Equality and inclusion are important at the international level and sports bodies have received particular criticism for the lack of female representation in decision making. The organisation that has created the greatest impact on gender equality internationally is the International Working Group on Women and Sport (IWG). The IWG, at its first World Conference on Women and Sport in 1994, created the Brighton Declaration, a set of ten principles for governmental, non-governmental, international, national and local organisations. By 2017, 441 organisations had signed the Brighton Declaration including the IOC, World Badminton Federation, Arab Women and Sport Association and Sport England.

2.2   The impact of Olympic and Paralympic status on the growth and development of sports

Olympic recognition can have a significant effect on sports, with inclusion on the Olympic programme considered to be the pinnacle for most. In 2016, rugby returned to the Olympic arena for the first time since 1924. World Rugby, the IF, had lobbied intensively to be reinstated with rugby sevens (the short form of the game involving seven players on each team) as the preferred format. Olympic policy states that no new sports or disciplines can be introduced unless they are offered to both men and women, and Rio hosted the first women's rugby competition in Olympic history.

IFs must meet certain criteria for the sport to be considered for inclusion in the Olympic programme. When rugby was announced for the Rio Olympics, sporting superpowers like the USA and China increased funding and playing numbers. Governments and national Olympic committees invested in the game and, for many countries, rugby was taught in schools for the first time. Rio was a game changer for the sport.

World Rugby has reported record participation growth since sevens was awarded an Olympic place in 2009. In 2016, the total number of registered players increased from 2.82 million to 3.2 million while the total number of non-registered rugby players rose from 4.91 million to 5.3 million. Olympic status is credited as a major influence on this growth.

Charged with setting the strategic direction of the sport that will be sustainable and generates growth, boards of some non-Olympic sports include the achievement of Olympic status in their long-term plans. World Squash and the International Roller Sports Federation continue to invest their IF's resources into bidding for Olympic status (even though they have failed on more than one occasion), as this could reap great benefits for their sports.

Through Agenda 2020, the IOC's strategic roadmap, the Olympic Movement is attempting to reach a younger audience. With this in mind, five new sports will be introduced to the Tokyo Olympic Games programme, four of which are new – skateboarding, karate, sport climbing and surfing. The decisions were taken even though disputes remain over the recognised IFs for surfing and skateboarding. It remains to be seen if Olympic status helps these sports as it did for rugby.

2.3 The advantages and disadvantages of hosting major sporting events

'Inspire a generation' was the promise made in Singapore in 2005 when London was awarded the right to host the 2012 Olympic and Paralympic Games. Since then, the various benefits of London 2012 have been analysed extensively, creating a large body of research on the subject. Most studies of the impact of hosting major sporting events focus on four key areas: economic, social, political and sporting.

Economic
The initial London 2012 bid was based on total estimated costs of £3.4 billion, which later escalated to £9.35 billion. However, in 2013, the official government report stated that the final cost was £528 million under budget.

Professor Simon Shibli, Head of the Sports Industry Research Centre at Sheffield Hallam, stated that events like 2014's Open Golf Championships can make a big difference to the local economy – to the tune of £75 million in the case of host region Liverpool and the Wirral. Similarly, the Ryder Cup was held in Wales in 2010 and generated over £84 million for the Welsh economy, with 69% of spectators coming from outside Wales.

Conversely, the long-term economic impact is not always positive. Montreal made an estimated loss of £692 million from the 1976 Olympic Games, with the Olympic stadium very underused after the event.

A significant benefit is the long-term investment which comes from preparing for a major event. The city/country will often have a legacy of improved sporting venues. Also, cities may have to invest in infrastructure and transport to cater for visitors at the event.

Social
The feelgood factor, which is often mentioned but difficult to measure, has consistently been linked to sporting events. From Super Saturday at London 2012 to Wales's men's football team's progress through the UEFA Euro 2016 Championships, national pride is most visible through television audiences and social media activity.

Political

For a country like China with a controversial human rights record, hosting a major sporting event can help gain greater international acceptance. When South Africa hosted the Rugby World Cup and later the Football World Cup, it was a defining moment in highlighting the new, post-apartheid South Africa. Such opportunities are rare in any other field, such as the arts, which do not necessarily generate the same global interest across so many population demographics.

Sporting

Most bids are now required to demonstrate how sports will be developed, in particular in legacy. By 2015 only three Olympic sports had seen an increase in participation in England, and figures released in 2016 showed an overall drop in participation. Only Wales has seen an increase in children's and adults' participation in recent years, so all sports councils expect major events to be linked to development programmes.

Workforce development and volunteering

These are important for many sports in the UK, and hosting a sporting event can provide a significant catalyst for recruitment and skills development. Over 10,000 people applied for the 4,000 volunteer positions, known as Runners, for the World Athletics Championships in London in 2017. At a time when finding paid work is challenging, especially for young people, offering quality volunteering opportunities that provide skills development can be invaluable.

UK Sport is a strategic investor in major events in the UK. It developed, in partnership with the Sport Industry Research Centre at Sheffield Hallam, the Event Impacts toolkit of resources to help event organisers improve their evaluation of the impacts associated with staging sporting events. These include:

◆ attendance

◆ economic

◆ social

◆ environmental

◆ media.

More information is available on the UK Sport Event Impacts website: www.eventimpacts.com.

Whether it is for a local festival or regional championship the planning process is complex, and effective governance, including risk management, financial controls and rigorous project management, will be needed to ensure a safe, successful and sustainable event.

2.4 How national sports organisations can achieve international influence

As discussed in sections 2.1 and 2.2, sport is governed globally by international bodies. For NGBs in the UK, a positive relationship with international and

European federations can bring additional benefits – for example, winning the right to host a major event.

Individuals in senior IF positions can significantly influence decisions on changes to the Olympic and Paralympic programme. For example, track cycling rule changes introduced prior to London 2012 meant only one rider from each nation could compete in the keirin and sprint events, reducing British Cycling's potential medal chances.

British NGBs will actively seek appointments onto IF and European committees in order to contribute to such decisions and protect British interests. Having a strong voice is also essential to ensure that NGBs can engage effectively with the international community and contribute to the good governance, development and leadership of world sport. Recognising the value of international influence, UK Sport funds attendance at congresses, representation on IF committees and support for promising British sports administrators.

Such is the importance of international influence, the Code of Sports Governance includes an exception to the requirements on term limits for board members. Specifically, the commentary under Principle 1 states that a director may serve on the board for a maximum of 12 years if appointed as chair of the organisation or to a senior position with an IF. In the case of an NGB executive director being appointed to an IF position, they would have to relinquish this role if they left the NGB. Exceptions would apply if they were later appointed in a non-executive role.

While not all sports bodies will necessarily prioritise representation at higher levels in the sport, effective stakeholder management is a board responsibility. Moreover, CA2006 states that directors must foster the company's business relationships with suppliers, customers and others. In a sporting context, this would include international partners.

Chapter summary

◆ The World Anti-Doping Code came into force in 2004 and aimed to harmonise anti-doping policies, rules and regulations. In order for sports to be included in the Olympic and Paralympic Games programmes, international federations must comply with the World Anti-Doping Code. In the UK, NGBs must comply with the National Anti-Doping Policy to be eligible for public funding.

◆ Standards for Safeguarding and Protecting Children in Sport were published by the Child Protection Sports Unit in 2002. The Standards aim to help create a safe sporting environment for children and young people, and protect them from harm. Sports bodies across the UK must comply with the Standards in order to receive funding from any of the five Sports Councils.

◆ Each sport is governed at the global level by an IF. These are non-governmental organisations that lead and given their support with members, usually national federations, affiliating to the international body.

IFs are an integral part of the Olympic Movement and must comply with the Olympic Charter for the sport to be considered for inclusion in the Olympics.

◆   UK NGBs will seek to influence at international levels as this may assist in securing the rights to host major events and effect changes to competition rules that benefit British athletes.

SAMPLE
EXAM PAPER

ICSA

The Governance Institute

Level 4 Certificate in Sports Governance

Sports Governance

Adapted from the November 2018 exam paper

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

Section A

*Answer **all** the questions in this section.*
Continue your answers on the continuation sheets at the back of the booklet, if necessary.

1. Describe the role of the board of a sports organisation as set out in Principle 1 of the Code for Sports Governance.

    (2 marks)

2. Outline **two** benefits for a sports organisation of publishing important information in a transparent way.

    (2 marks)

3. Identify **three** different roles which members of a sports organisation may adopt in their involvement with the organisation.

    (3 marks)

4. Which of these is **not** one of the Nolan Principles of Public Life?

    *(Tick **one** box only)*

    A ☐ Leadership

    B ☐ Integrity

    C ☐ Accountability

    D ☐ Equality

    (1 mark)

5. List **two** essential aspects of a fit-for-purpose national governing body (NGB) athlete selection policy.

    (2 marks)

6. Explain the circumstances in which there may be a need for whistleblowing.

    (3 marks)

7. List **two** of the purposes of an Annual General Meeting for a sports organisation.

    (2 marks)

8. The Sports Ground Safety Authority has statutory powers over all sports in the UK.

    Is this **true** or **false**?
    *(Tick **one** box only)*

    ☐ True
    ☐ False

    (1 mark)

9. Outline **three** factors which may limit board effectiveness.

    (3 marks)

10. Under what circumstances would a sports organisation **not** be able to prohibit members from appointing a proxy?

    (1 mark)

TOTAL FOR SECTION A = 20 MARKS

Section B

*Answer **all** the questions in this section.*
Continue your answers on the continuation sheets at the back of the booklet, if necessary.

11. Describe how minutes of meetings can provide an audit trail of a sports organisation's business.

(6 marks)

12. Explain, using examples, how a recognised national governing body (NGB) based in Scotland can seek funding from different sources.

(6 marks)

13. Describe **three** of the different legal structures a sports organisation may adopt.

(6 marks)

14. Explain why it is important for sports organisations to seek to widen access to their sport.

(6 marks)

15. Explain how a sports organisation can seek to ensure that conflicts of interest are identified and resolved.

(6 marks)

16. Outline the important characteristics of the core purpose of a sports organisation.

(5 marks)

TOTAL FOR SECTION B = 35 MARKS

Section C

*Answer **all** the questions in this section.*
Continue your answers on the continuation sheets at the back of the booklet, if necessary.

17. High Hilford Sports Club ('Hilford') is a formerly renowned multi-sport club with a professional team and large, although dwindling, membership across its different areas of activity. After several years of poor management and neglect, it has now reached crisis point. Plans to sell the club's main youth sport venue to raise funds to help the professional team back to the top of their sport were cancelled following fierce opposition in the local community. A former sponsor is threatening legal action, claiming that Hilford failed to deliver contractual commitments.

    The board recently resigned and a new, interim Chair has just been appointed. The Chair is seeking your assistance as an independent expert with knowledge of the club, to gain a deeper understanding of the issues that need to be tackled in trying to rescue Hilford.

    Prepare a report for the Chair analysing the ways in which poor governance could have contributed to Hilford's current crises, referencing the different ways in which stakeholders have been holding it accountable.

    (15 marks)

18. The welfare of participants is a vital responsibility for NGBs. Discuss how NGBs can act to fulfil their duty of care obligations, considering both the physical and mental wellbeing of participants at all levels.

    (15 marks)

19. Pedalo Race UK ('Pedalo') is a newly recognised NGB which governs a sport that is better established in other countries. It is driven by the CEO, who has personally invested significant time and money to get Pedalo to this point. A group of seven personal contacts of the CEO and participants in the sport are serving on the interim board of the unincorporated association on a goodwill basis. The Chair, who is an old friend, is busy with other commitments and tends to accept the CEO's recommendations.

    The CEO acknowledges that there are some big challenges to address to develop Pedalo, including the need to take water safety seriously, to develop a proper member database and to secure access to suitable facilities as there is sometimes opposition to the sport.

    Explain how the CEO could take action to ensure that Pedalo's board meets the needs of the organisation.

    (15 marks)

TOTAL FOR SECTION C = 45 MARKS

TOTAL FOR PAPER = 100 MARKS

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We hope this discovery pack has given you a good understanding of what studying the Certificate in Sports Governance involves.

If you would like more information, or want to talk to someone about your options, contact our Student Services Team on studentsupport@icsa.org.uk or +44 (0)20 7580 4741.