

INFORMATION FOR TEACHERS

UNIT 5: BUSINESSES IN THE SPORT AND ACTIVE LEISURE INDUSTRY



Level 2 Unit 5

Businesses in the sport and active leisure industry



Sample assessment material – information for teachers

This assignment is provided as an example only. Consortia may use this example and adapt it to meet local requirements or produce their own assessments.

Overview

The brief for this assessment will involve the learner working independently to produce a business plan for a struggling Community Centre. The plan should identify causes of the problems underlying the Centre's demise and give possible solutions to the problems.

The learners are required to present the plan to committee members from the Community Association. The committee will ask questions based on what has been presented and provide feedback. Finally, learners will be required to refine and amend the plan based on the feedback received and produce a final version of the plan to be handed in for marking.

Time

The assessment will take approximately 10 of the 60 guided learning hours available for this unit. Approximately, the following amount of time should be spent on each task:

Task 1 – 3 hours

Task 2 – 4 hours

Task 3 – 3 hours

Resources

In this assessment, learners will need access to their class notes, notes from previous research and sample business plans from Sport and Active Leisure businesses.

If information from websites is to be issued to learners for them to refer to, it is strongly recommended that this information is pre-selected and printed off by the teacher and given to the learner with the assessment brief.

Supervision

Learners must be supervised when generating ideas and producing their draft and final business plans.

Collaboration

This assessment has not been designed for teamwork purposes.

Roles/ Feedback

A small committee is required in order to provide feedback on the learners' initial ideas and draft business plan. You must brief the committee on the learners' task and what their role is. In addition to this, you must provide the committee with some feedback questions, which they will ask the learner. Questions from the Committee will depend on the nature of the plan but typically might include:

- what will be the main source of funding for your proposals?
- what guarantees will be required of the Association?
- could other services cope with additional customers? Eg. car parking?
- how will personnel (paid and volunteers) be recruited?
- what will be the main promotional focus to stimulate interest?
- do you have a contingency option to manage anything unforeseen?

The committee could be comprised of: a group tutor, a representative from the local community association or an employer. You must play the role of the leader of the committee for the purposes

of this assessment. You must introduce and bring the learners' feedback and questioning session to a close.

Assessment grid

Please note that the descriptions in this marking grid relate to the top of each band. Further guidance on using marking grids is available in the assessment section of this specification on pages 128–135.

Learning outcomes	Band 1	Band 2	Band 3
	The learner has: 0 to 6 marks	The learner has: 7 to 12 marks	The learner has: 13 to 18 marks
1 Understand the importance of business models and practices used in the sport and active leisure industry	Given a basic description of some different business models used in the industry covering some aspects with limited accuracy.	Described different business models used in the industry covering a range of aspects with some accuracy.	Described relevant different business models used in the industry covering a wide range of aspects with accuracy.
	Explained briefly the effectiveness of business models used in the industry covering only some aspects with limited accuracy.	Explained the effectiveness of business models used in the industry covering a range of aspects with some accuracy.	Explained in detail the effectiveness of business models used in the industry covering a wide range of aspects with reasonable accuracy.
	Given a basic assessment of the relationships between different business models within the industry covering only some aspects with limited accuracy.	Assessed the relationships between different business models within the industry covering a range of aspects with some accuracy.	Assessed in detail the relationships between different business models within the industry covering a wide range of aspects with accuracy.
	Explained briefly the basic principles of business and financial planning covering only some aspects with limited accuracy.	Explained the basic principles of business and financial planning covering a range of aspects with some accuracy.	Explained in detail the relevant basic principles of business and financial planning covering a wide range of aspects with reasonable accuracy.
	Described briefly the impact of volunteers on different business models covering only some aspects with limited accuracy.	Described the impact of volunteers on different business models covering a range of aspects with some accuracy.	Described in detail the impact of volunteers on different business models covering a wide range of aspects with reasonable accuracy.
	0 to 6 marks	7 to 12 marks	13 to 18 marks
2 Understand the importance of management skills in the sport and active leisure industry	Given a basic assessment of the management skills necessary for a successful business covering only some aspects with limited accuracy.	Assessed the management skills necessary for a successful business covering a range of aspects with some accuracy.	Assessed in detail the relevant management skills necessary for a successful business covering a wide range of aspects with accuracy.
	Explained briefly the skills and personal attributes that make up best management practices covering only some aspects with limited accuracy.	Explained the skills and personal attributes that make up best management practices covering a range of aspects with some accuracy.	Explained in detail the skills and personal attributes that make up best management practices covering a wide range of aspects with reasonable accuracy.
	0 to 8 marks	9 to 16 marks	17 to 24 marks
3 Be able to recommend solutions to business problems in sport and active leisure	Generated some ideas to solve business problems in sport and active leisure with limited suitability.	Generated a range of ideas to solve business problems in sport and active leisure with some suitability.	Generated a wide range of ideas to solve business problems in sport and active leisure with suitability.
	Presented business solutions to different audiences covering some aspects with limited suitability.	Presented relevant business solutions to different audiences covering a range of aspects with some suitability.	Presented relevant and detailed business solutions to different audiences covering a wide range of aspects with suitability.

Sample assessment material – information for learners

Assessment overview

In this assessment you will be asked to generate ideas and produce a business plan to provide solutions for a local Community Centre. The leader of the Community Centre will be presenting you with the brief which will outline the problems they are facing.

Time

You will have a total of 10 hours to complete this assessment. You should spend approximately the following amount of time on each task:

Task 1 – 3 hours

Task 2 – 4 hours

Task 3 – 3 hours

Collaboration

This assessment will require you to work individually to produce your own initial ideas, draft plans and a (post-feedback) final version of the business plan to hand in for marking.

Roles

Your teacher will play the role of the committee leader when you present your draft business plan and will give you feedback.

Assessment Brief

Pembleton is a rural Parish community with a population of 3000 residents, living either in the village of Old Town, or spread around the hilltop countryside. Local (minor) roads link Old Town to the nearest town which is 8 miles away, and to other road networks which access two cities a further 30 miles beyond. A regular local bus service provides transport for those who are not car users. General amenities for this community include a Primary school, a Post Office/ shop, a pub, two chapels and a community centre.

Apart from a small number of farmers the majority of residents earn their living outside the community/ Parish boundary. Local amenities for sport and active leisure include bowls, camping & caravanning, cricket, golf, fell running, football and walking.

The Community Centre, a substantial single-storey brick building, was commissioned by a local land owner in the 1950s. Originally it was simply a pavilion, bar and meeting hall adjacent to the bowling green, for the local bowling club and casual bowlers. On his death, the land owner donated the facility to the Parish Council for the community.

Under Community Association management, and assisted by volunteers, the building was extended to house snooker, pool and darts (with local leagues being popular at the time after BBC's 'Pot Black' had set a trend), together with changing accommodation for footballers and cricketers who used the village pitches a short distance away. The hall provided meeting space for a variety of community functions. Overall, with the following support, the centre enjoyed growth and a certain prosperity:

- regular sports club use;
- casual recreational use;
- the youth club;
- monthly dances;
- and a regular daytime social programme for pre-school and the retired.

It has been well publicised in recent press articles that although it is a valued amenity it is losing money and is struggling to survive. Since 2005 there has been a steady decline due to:

- a wane in the popularity of indoor games;
- the disbanding of the football club;
- the cricket club having built their own pavilion on the pitch boundary;
- the loss of a youth leader;
- the closure of adult education classes;
- an unreliable steward;
- and stricter drink-driving enforcement.

Apart from the fell runners holding bi-monthly pack runs on the moors, only the bowling club are reliable regular users now, and then this is only seasonal. With vastly reduced customer usage, income is down and reserve funds are exhausted. The Community Centre cannot sustain its existence and is in danger of closure.

As leader of the Community Association I would like you to propose some solutions to the issues we are facing in the form of a business plan. Our committee members would like to see your draft business plan by the end of the month and will be happy to provide you with feedback so you can produce a final version two weeks later.

Task 1

Generate ideas to the problem

Create a record highlighting the problems facing the Community Centre. This will form the basis from which you can generate ideas for how the Community Centre can solve these problems. You must think about any conclusions that you could draw from your ideas and make a note of them. These will form part of your business plan.

Your ideas should take account of:

- the attractions and services on offer;
- the customer base and usage;
- funding/ prices;
- management and staffing;
- local competition.

Task 2

Present draft business plan to the Community Association Committee

Select from the ideas in your record (T1) and create your draft business plan. This must include a recommendation for how the Community Centre can survive.

In your draft Business Plan you must:

- provide background information about the community centre and its current circumstances;
 - evaluate the reasons why other providers of amenities that are successful have been so when the community centre has 'failed';
 - extent to which these amenities present competition to the community centre;
- the perceived strengths of the community centre which could provide a basis for a development plan, and the local competition;
- your ideas for the development, and sustained growth, of the community centre in terms of products and services. Include:
 - a clear objective;
 - a proposed model;
 - a management structure and management practice, incorporating key personnel and implications for employment;
 - the use of volunteers;
 - funding/ financial planning;
 - marketing;
 - a forecast for the future.

You will submit your business plan to the Community Association and meet with committee members to discuss it.

- You will be asked questions in relation to your ideas and your plan
- You must listen to feedback given and will need to use this to amend the draft for your final business plan

Task 3

Present final business plan

You must write up the amended business plan or provide a visual display with captions, recommending a suitable business plan for the Community Centre. This final business plan must include reasoned arguments for the changes you have made to the initial draft.